E-ISSN: 2708-4523
P-ISSN: 2708-4515
AJMC 2025; 6(1): 605-615

www.allcommercejournal.com
Received: 10-02-2025
Accepted: 27-03-2025

May H Alshamary
Assistant Professor, College of Administration and Economics, Tikrit University, Iraq

Corresponding Author:
May H Alshamary
Assistant Professor, College of Administration and Economics, Tikrit University, Iraq

The impact of functional harmony on job happiness: An analytical study on employees at the University of Tikrit

May H Alshamary

Abstract
This study aims to analyze the relationship between work environment quality and job happiness by examining the impact of functional harmony and its related factors on employee satisfaction and productivity. A quantitative research approach was adopted using a survey distributed to 46 employees at the University of Tikrit, with data analyzed through appropriate statistical methods. The findings indicate that job happiness among employees is high, with most employees expressing satisfaction with the work environment and institutional support. Workplace happiness is positively correlated to functional harmony where a healthy work environment, acknowledgement and mutual trust among fellows have a great impact on satisfaction level. Nonetheless, identified indicators pointed to an urgent need for refinement in the evaluation and promotion process, and improvement in training and professional development opportunities. The study suggests to the work environment by increasing professional development, strengthening recognition mechanisms, and creating greater transparency in the evaluation and promotion systems. It also highlights the significance of creating a balanced work environment where employees are motivated and are happy leading to improved performance outcomes of the institution.

Keywords: Job happiness, functional harmony, work environment, job satisfaction, university of Tikrit, professional development, institutional recognition, job performance

Introduction
Functional harmony represents the level of interaction each employee has with the organization, its culture, and values, and their peers and environment. This can include a number of factors such as the work environment, support from management, relationship with co-workers, recognition and appreciation and work-life balance. The stronger the relationship between an employee and their organization, the more job happiness, with flow-on effects for performance, creativity and productivity. Not only is work happiness no more a personal sensation or momentary state of mind, it's become a major metric of quality in any workplace. It improves productivity, decreases absenteeism and turnover, and reinforces organizational loyalty and commitment to organizational values. This means that an employee who is happy will work with a better and greater quality to achieve the goals provided by the organizational structure. Studies in recent years have corroborated that job satisfaction tends to be associated with managerial support, mutual respect, professional clarity, development and recognition opportunities.

Chapter One: Research Methodology
First: Research Problem
The workplace of today has drastically changed, and the goal for organizations is a lot more than being highly productive. Then, employee well-being and job happiness have become a strategic priority to ensure sustainable performance and institutional success. Amidst this backdrop, functional harmony plays an important role in determining employees' sense of job happiness. When employees feel aligned with their organization and work environment, their job satisfaction and psychological comfort increase, manifesting in increased organizational loyalty and productivity. In a university work environment as it is, the University of Tikrit, the problems become complex, and the academic and administrative staff suffer from many problems like work pressure, teaching, scientific research and bureaucratic administrative procedures, which may impose their level of integration within

the workplace. The Contribution of functional harmony to university job happiness has not been researched enough, and a knowledge gap needs to be analyzed/studied further.
While many studies assure job happiness or its contribution towards increased performance, very little research has been conducted on functional harmony and job happiness in higher education institutions. However, works to date have mostly acted merely to highlight factors of happiness in the employee context individually (like self-emotiveness and salary satisfaction), but not contemplating more visible things like employee harmony with the organizational environment and how it affects job happiness.
Based on this gap, the research problem is formulated in the following key question:
"To what extent does functional harmony influence job happiness among employees at the University of Tikrit?"

Second: Research Questions
Main Research Question
"To what extent does functional harmony influence job happiness among employees at the University of Tikrit?"

Sub-Questions
1. How does functional harmony affect an employee's sense of happiness in the workplace?
2. To what extent does functional harmony influence employees' satisfaction with the quality of training they receive?
3. How does functional harmony impact employees' commitment to work quality and efficiency?
4. What is the impact of adherence to professional ethics on achieving job happiness?
5. To what extent do happiness programs and policies enhance job satisfaction and functional harmony?
6. Do employees feel loyal to their university due to the work environment and functional harmony?

Third: Research Objectives
1. Analyze the impact of functional harmony on job happiness among employees at the University of Tikrit.
2. Measure the effect of a healthy work environment, recognition, and appreciation on job happiness.
3. Examine the role of training and professional development in enhancing functional harmony and increasing job satisfaction.
4. Evaluate the institution's commitment to professional ethics and its impact on the work environment and employee happiness.

Fourth: Research Significance
Scientific Significance
- The study bridges the knowledge gap regarding the relationship between functional harmony and job happiness within academic institutions.
- It contributes to the advancement of organizational behavior studies and organizational theory by providing a model that illustrates the impact of the work environment on job performance.

Practical Significance
- Helps decision-makers at the University of Tikrit adopt strategies that enhance employee happiness.
- Enables academic administrations to develop policies aimed at improving the work environment and increasing functional harmony among employees.
- The study's findings can be applied to implement developmental programs that enhance performance efficiency and promote job stability.

Fifth: Research Methodology
The study adopted the descriptive-analytical approach for data collection and analysis. This method focuses on surveying the opinions of the sample regarding the research variables using a structured questionnaire designed specifically for this study. The collected data were statistically analyzed to extract findings and formulate conclusions and recommendations.

Sixth: Research Population and Sample
The study population consists of faculty members and administrative staff at the University of Tikrit, selected due to their direct role in the work environment and their influence on functional harmony and job happiness dynamics. The sample was chosen using a random sampling method, with 50 distributed questionnaires, of which 46 responses were received from various university departments. This diverse sample ensures a more accurate and objective representation of the actual work environment at the university.

Seventh: Research Boundaries
- Spatial Boundaries: University of Tikrit, Salah al-Din Governorate.
- Temporal Boundaries: Year 2024.
- Subject Matter Boundaries: The impact of functional harmony on job happiness: An analytical study on employees at the University of Tikrit.

Eighth: Sources and Methods of Data Collection
1. **Theoretical Framework:** The theoretical aspect of the study was enriched using various sources, including traditional library materials, electronic resources, books, theses, dissertations, scientific journals, and digital publications.
2. **Practical Framework:** The applied aspect of the study relied on a structured questionnaire, which served as the primary data collection tool. The questionnaire was designed using the five-point Likert scale and was developed based on validated measurement scales used in previous studies on the researched variables. Special emphasis was placed on Arabic studies that included relevant dimensions for this research.
3. **Official University Digital Resources**

Chapter Two
1-2: The Concept of Functional Harmony ("Workplace Cohesion")
The origin of the word harmony comes from the Greek term Harmonica, which refers to the way parts unite well together to form a whole. In ancient Chinese culture, harmony was considered a key strategic approach among leaders, who aimed to create cohesion within and between their teams. Leaders adopted strategic alignment both with their teams and within team structures in organizations. Workplace harmony is used to describe an organization where leaders and employees successfully synchronize their efforts toward achieving what is best for the organization as a whole. (Khan *et al*, 2018: 3) [2] further emphasize that harmony in the workplace involves respecting employees' feelings

toward one another. Organizational harmony goes beyond simple collaboration and requires teamwork, shared goals, and relational cohesion. At the organizational level, harmony is guided by senior management, focusing on team spirit, relational values, empathy, and emotional connections among employees within and across departments to achieve a shared mission.

Many organizations strive to build cohesive relationships among employees, leaders, and management as a comprehensive solution to organizational challenges, particularly internal conflicts and poor management practices. Establishing harmonious relationships among employees fosters a healthy, conflict-free work environment, where employees and management recognize each other as partners in progress and success. A collaborative attitude benefits both parties regarding productivity, performance, and rewards. Consequently, embracing workplace harmony eliminates organizational conflicts, fostering a more stable and productive work environment.

The Importance of Workplace Harmony

Workplace harmony is critical for organizations as it fosters a healthy, supportive, and socially cohesive work environment that enhances collaboration, teamwork, and employee well-being. A harmonious work environment contributes to improving employees' quality of life, job satisfaction, and happiness while also assisting managers in performing their leadership roles effectively and achieving the organization's vision, mission, and goals. A workplace that embraces harmony ensures employee satisfaction while fulfilling the employer's expectations, essential for boosting productivity and driving organizational growth. Since managers serve as organizational leaders, they are expected to influence and guide employees' performance through their authority and leadership roles. Employees, in turn, follow their leaders' guidance in carrying out their responsibilities. Beyond this, workplace harmony involves mutual respect, trust, support, and awareness of colleagues' well-being. It requires high participation, cohesion, and cooperation among employees, contrasting with competitive behaviors that may disrupt workplace harmony.

Furthermore, positive emotions in the work environment foster a sense of achievement among educational institution employees, ultimately leading to higher levels of institutional happiness among all staff members (Al-Sayediri & Al-Shamasi, 2023: 3) [4].

The Concept and Importance of Job Happiness ("Organizational Happiness")

Most organizations strive to support their employees, create a favorable work environment, and offer compelling reasons for them to remain within the organization (Shishkin, 2018: 10) [5]. The concept of organizational balance is based on maintaining the efficiency of both employees and the organization by ensuring that personal goals align with organizational objectives. Additionally, organizations provide direct and indirect incentives, such as financial and non-financial rewards, in exchange for creativity and exceptional efforts (Froese, 2017: 51) [6]. Organizational efficiency is often measured by the continuous state of balance in achieving happiness among employees and maintaining organizational stability (Mahmoud Al-Sawy, 2024: 59).

The workplace plays a crucial role in employees' lives, as individuals may carry happiness from their work environment into their personal lives and vice versa. Similarly, negative emotions such as depression and anger can transfer between work and home. As a result, job happiness has become a key priority for both employees and managers, as it enhances performance and ensures high achievement levels based on scientific standards and measurable performance indicators (MANA Fatma & BOUHARAOUA Zoura, 2012: 408). Recently, interest in workplace happiness has significantly increased, prompting employees to ask themselves, "How can I be happy at work?" This strong connection between happiness and work has made job happiness a critical topic in positive organizational behavior (Fisher, 2010: 385). Organizational happiness is directly linked to the quality of the work environment, surrounding conditions, continuous growth opportunities, job security, and personal development. The more positive the workplace environment, the higher the satisfaction, happiness, and productivity, often exceeding expectations (Ghaderi, 2015: 1427) [10].

KESER (2016: 296) [11] defines organizational happiness as a mental framework that enables employees to perform optimally and fully utilize their potential.

According to (Adnan Ouda Jkhyoor Al-Khazaali, 2017: 88), organizational happiness is a psychological state that arises from an individual's perception of various internal and external job-related factors, including cognitive, physiological, mood-related, and social aspects. It is a universal value and an ultimate goal that employees strive to achieve, reflecting the degree to which they positively assess their quality of life within the organization. Similarly, (Tosten, 2018: 7) [13] defines organizational happiness as an employee's well-being in the workplace, influenced by individual factors (such as values, personality, and personal goals) and organizational characteristics (including culture and working conditions) that impact their ability to achieve their objectives and feel happy at work. Researchers, therefore, view organizational happiness as an internal positive feeling that results from employees' satisfaction with their jobs and professional lives, fostered by positive workplace conditions that enhance well-being and promote greater loyalty and commitment to the organization.

Regarding the importance of organizational happiness, (Al-Khazaali, 2017: 92) emphasized that happiness in the workplace helps employees achieve success, enhances job satisfaction, and encourages them to work diligently. At the same time, workplace happiness reduces employee turnover rates, increases organizational profitability, and lowers costs. Similarly, Wesarat *et al*. asserted that maintaining employee happiness is essential for ensuring organizational success, as it enables companies to retain high-performing employees. Many organizations struggle to retain talented employees who significantly contribute to achieving organizational goals, mainly due to high competition and rapid changes in the work environment.

(Moreover, Proctor, 2014: 72) concluded that performance and happiness are critical factors for organizational success, as they go hand in hand. Happy employees focus on meaningful tasks and areas they can significantly impact, leading to higher performance and innovation. Additionally, employees who experience more positive than negative work experiences tend to feel happier in the workplace, which makes them more engaged with the organization as a

whole.

Organizational happiness is also defined as "creating a culture of happiness within the organization by ensuring that employees' positive emotions outweigh their negative feelings toward their work" (Mahmoud Al-Sawy, 2024: 60).

Dimensions of Job Happiness ("Organizational Happiness")

The dimensions of job happiness are classified into three main aspects: positive affect, negative affect, and achievement. These dimensions are explained in detail as follows (Yasser Latif Khalaf, 2021: 245):

Positive Affect

Emotional affect can be defined as a broad spectrum of emotions that individuals experience. Positive affect, specifically, refers to a set of emotions that stem from pleasure, excitement, and comfort, which serve as positive stimuli and indicators of high happiness levels (Paschoal, 2008: 11). (Green, 2014: 22) describes positive affect as the expression of happy emotions, which can lead to improved performance. Examples include joy, pleasure, and pride, which contrast with negative emotions and feelings of sadness. Thus, positive affect is a key characteristic of happiness, as it is responsible for most desirable personal traits. Success alone does not lead to happiness; positive affect fosters both success and happiness. Positive affect is characterized by a set of attributes, including Optimism and confidence, Self-efficacy and personal effectiveness, Energy and enthusiasm, Proactive social behavior, Resilience in handling challenges and stress, Adaptability and flexibility

Negative Affect

Negative emotional affect is defined as a set of emotions that arise from anxiety, depression, and dissatisfaction, acting as negative stimuli that indicate a lower level of happiness (Paschoal, 2008: 15) [16]. According to (Green, 2014: 25), negative affect includes behaviors that employees use to elevate their status at the expense of others, affecting their beliefs, self-worth, and morale. These negative emotions often result from the actions of others and reflect a desire to dominate or harm colleagues.

Achievement

Personal self-acceptance has increasingly become a crucial aspect of modern society, and the pursuit of self-fulfillment is considered a legitimate and essential part of daily life. Managers continuously seek to attract and retain skilled employees by creating a supportive work environment that fosters happiness, job satisfaction, and optimal performance. According to Waterman *et al*., there are various fundamental conditions that contribute to experiencing happiness, and self-acceptance is one of these key conditions that lead to a sense of workplace happiness. Similarly, (Paschoal, 2008: 19) [16] describes self-acceptance as a cognitive process through which employees develop their skills, enhance their capabilities, and progress toward their life goals. Tamayo suggests that when happiness is present in the workplace, positive emotions will outweigh negative ones, allowing employees to experience a greater sense of self-fulfillment.

Additionally, (Al-Amri *et al*,2021: 253) highlight that organizational happiness comprises three key dimensions: the presence of positive emotions, the absence of negative emotions, and overall life satisfaction.

Characteristics of Job Happiness ("Organizational Happiness")

Organizational happiness plays a vital role in achieving the goals and objectives of organizations, aligning with the vision and mission of individuals within the workplace. It encompasses factors such as communication, sense of belonging, mental states, and personal attitudes at the individual and group levels. Additionally, it serves as a central component within organizational values (Velásquez, 2021: 5) [19]. There is no universally accepted measure of happiness or well-being; however, it is evident that if each individual defines happiness and strives to achieve it in their way, specific fundamental components and characteristics will be shared among most people. For instance, individuals typically seek progressive change, aiming for higher achievement, increased capability, and personal growth in any field where they dedicate their time and motivation (Omar, 2018: 76) [20].

General Characteristics of Job Happiness According to Researchers

1. Individuals prioritising external values, such as money and fame, are often less happy than those focusing on their intrinsic values. Those who chase external rewards tend to spend less time on meaningful aspects of life, such as family, friends, and relationships, negatively affecting their quality of relationships.
2. People who follow external values are more prone to social comparisons, which can hinder happiness. Unlike internal values (such as self-acceptance, personal relationships, and health), which rely on subjective experiences, external values (such as wealth and appearance) are easily accessed through social comparisons (Kim, 2019: 122) [21].
3. Materialistic attributes are external values that can reduce life satisfaction and happiness.
4. The greater the social pressure to be happy, the higher the likelihood of experiencing negative emotions. This suggests that external expectations and societal pressures for happiness can negatively impact well-being.
5. Happy individuals tend to be open and social, with optimism being one of their key traits (Salary, 2013: 3).
6. A key cognitive characteristic of happy individuals is their tendency to evaluate themselves based on highly personal and subjective standards. In contrast, less happy individuals are more influenced by both tangible and intangible forms of social feedback.
7. A fulfilling life consists of an abundance of positive emotions linked to the past, present, and future. These emotions enhance personal resilience and skill development, helping individuals overcome challenges. Positive emotions related to the past include contentment, satisfaction, pride, and tranquility.
8. Several workplace factors influence job happiness (Al-Silawi, 2024: 812-813), including leadership, job inspiration, workplace friendships, work activities, and job status. These factors are interconnected in creating a positive and happy work environment.

The Relationship Between Functional Harmony and Job Happiness

The relationship between functional harmony and job happiness is positively correlated—achieving functional harmony increases workplace happiness, and vice versa. This relationship can be understood as follows:

1. Functional Harmony Enhances Job Happiness

- When employees feel aligned with their job, colleagues, and work environment, they experience greater psychological comfort and are less prone to stress and anxiety.
- Shared values between employees and the organization enhance their sense of belonging, leading to higher enthusiasm and job satisfaction.
- A harmonious work environment fosters collaboration and support, reducing conflicts and strengthening teamwork.

2. Job Happiness Reinforces Functional Harmony:

- Happy employees are more positive and cooperative, contributing to a more harmonious work environment.
- Happiness boosts motivation and productivity, increasing employee engagement and reducing burnout or job dissatisfaction.
- Satisfied employees are more creative and innovative, which enhances workplace culture and promotes functional harmony.

According to (Al-Shahloub, 2023: 23), the Happiness-Performance Matrix identifies four employee categories:

1. Low-performance happy employee
2. Low-performance unhappy employee
3. High-performance unhappy employee
4. High-performance happy employee

This model aims to balance employee happiness and performance within an organization. When efficiency and satisfaction are achieved at all levels, the organization successfully attains its desired goals while ensuring a harmonious and productive work environment.

Common Factors Between Functional Harmony and Job Happiness

Several key factors contribute to both functional harmony and job happiness, including:

- Effective Leadership: Managers who support their employees and foster a motivating work environment contribute to both harmony and happiness in the workplace.
- Work-Life Balance: Employees with adequate personal time tend to be happier and more engaged in their work environment.
- Recognition and Appreciation: When employees feel acknowledged for their efforts, they develop greater loyalty and engagement within the organization.
- Job Satisfaction: Defined as a positive emotional state resulting from evaluating one's job or work experience, job satisfaction is closely linked to performance. It serves as a measure of work conditions, influencing how employees perceive their roles (Al-Silawi, 2024: 817).

As functional harmony increases, job happiness rises, leading to higher productivity, stronger loyalty, and lower burnout rates. Consequently, organizations prioritising a harmonious work environment ultimately invest in their employees' happiness and professional success.

Chapter Three: The Practical Aspect - Presentation, Analysis, and Discussion of Results

Overview of the University of Tikrit

The University of Tikrit was established in 1987 with the founding of the College of Education for Women, followed by the Colleges of Medicine and Engineering. It is the first university in northwestern Iraq and was initially modeled as a future educational institution under the Higher Education and Scientific Research Law 1970. Over the years, the university expanded, adding new colleges, beginning with the College of Mixed Education and later splitting the College of Education into two separate divisions: the College of Education for Humanities and the College of Education for Pure Sciences in 2013.

By 2024, the university had 23 colleges, 8 research and service centers, and advisory centers. The number of undergraduate morning program students reached 28,078, while undergraduate evening program students numbered 13,552, including 25 international students. The total number of graduates in 2024 was 3,949. The university also saw a growth in academic staff, reaching 3,117 faculty members, marking an increase compared to previous years. Regarding research output, 22 papers were published in Scopus-indexed journals, while 8 papers were published in Clarivate-indexed journals.

Data Analysis of the Survey Responses

First: Personal Data

The survey included general demographic questions, and the response scale was structured using a five-point Likert scale, categorized as follows:

- **Strongly Satisfied:** (1.00 - 1.79)
- **Satisfied:** (1.80 - 2.59)
- **Neutral:** (2.60 - 3.39)
- **Dissatisfied:** (3.40 - 4.19)
- **Strongly Dissatisfied:** (4.20 - 5.00)

Statistical Methods for Data Analysis

After collecting the survey responses, the data were coded, processed, and entered into a computer using the Statistical Package for Social Sciences (SPSS). The study's research questions were analyzed using the following methods:

- Frequencies and percentages
- Means and standard deviations
- Cronbach's Alpha reliability coefficient

Reliability Testing of the Survey

The reliability of the survey tool was assessed using Cronbach's Alpha coefficient for each section and the overall scale. The table below presents the reliability values for the different sections:

Table 1: Reliability Measurement of the Survey

Reliability Statistics	N of Items
Cronbach's Alpha	
0.946	40

Cronbach's Alpha is a statistical measure to check the

reliability and internal consistency of the questionnaire, and how much correlation the items have. The coefficient values vary from 0 to 1 where zero indicates no reliability and one indicate perfect reliability. The more this value approaches 1, the more reliable the questionnaire is. As we can see in Table 1, the calculated Cronbach's Alpha (0.946) indicates a higher than excellent level of inter-item correlation of the 40 items of our survey. Means that it is a very reliable and valid tool actually measured the phenomenon studied, thus it is an instrument you can trust for this research analysis.

Table 2: Gender Distribution

Gender	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Female	13	28.3	28.3	28.3
Male	33	71.7	71.7	100.0
Total	46	100.0	100.0	

The gender of the expected sample of survey participants is 71.7% male and 28.3% female as depicted in the above table. This distribution reveals more males than males, ready result the nature of a male-oriented working environment or inconsistency solution between both genders.

Such variance in the construction of the sample could impact the results, especially if there is a significant discrepancy between males and females in the effect workplace harmony has on job satisfaction and happiness. Thus, it might be more useful to perform separate analysis based on gender to see whether there are statistically significant differences in the impact of workplace harmony on job satisfaction and happiness.

Table 3: Distribution of Job Title

Job Title	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Administrative	3	6.5	6.5	6.5
Teaching	43	93.5	93.5	100.0
Total	46	100.0	100.0	

The table above illustrates the distribution of study participants according to their job titles, showing that the largest category consists of teaching staff, comprising 93.5% of the sample, while administrative staff account for only 6.5%. This distribution indicates that the studied sample primarily focuses on the academic workforce, which may affect the generalizability of the results to other job categories within the university.

This disparity may reflect the nature of the study, which targets the academic work environment, or it could be linked to the larger number of teaching staff compared to administrative staff at Tikrit University. Additionally, this distribution may influence the relationship between job harmony and workplace happiness, as the factors affecting happiness may differ between teaching and administrative staff based on the nature of their tasks and job-related pressures. Therefore, conducting a separate analysis for each job category would be beneficial in determining whether the work environment impacts happiness and job harmony differently across these groups.

Table 4: Distribution of the Academic Degree Variable

Academic Degree	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Bachelor's	1	2.2	2.2	2.2
PhD	19	41.3	41.3	43.5
Master's	26	56.5	56.5	100.0
Total	46	100.0	100.0	

Participation of study participants on the basis of their academic degrees is shown in table. Master's degree holders have the highest proportion of the sample, 56.5%, followed by PhD holders, who are 41.3% in total. It also states that only 2.2% of participants have a bachelor's Degree. This distribution is indicative of a highly academic sample in which there are a large number of postgraduate degree holders (master's and PhD), and it can be strongly associated with the fact that a large part of the sample is made up of teaching staff. This indicates that the impact of job harmony on work happiness may be contingent upon the amount and types of work required in academics, divided along research versus teaching lines.

In addition, the level of education may impact employees' perception of quality of work environment and harmony at work. People who held graduate degrees may have had higher expectations of their work environment, which affected their job satisfaction and professional happiness. Thus, refreshing the analysis of the data by the level of education could help clarify if there are statistically significant differences between the different levels of education regarding workplace happiness.

Table 5: Distribution of the Job Title Variable

Job Title	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Other	1	2.2	2.2	2.2
Professor	3	6.5	6.5	8.7
Assistant Professor	11	23.9	23.9	32.6
Lecturer	14	30.4	30.4	63.0
Assistant Lecturer	17	37.0	37.0	100.0
Total	46	100.0	100.0	

As presented in the tableau, data regarding the distribution of participants based on their titles indicated that most of the respondents were Assistant Lecturers (37.0%), followed by Lecturers (30.4%), and then Assistant Professors (23.9%). For reference, Professors only represent 6.5% and the "Other" category represents 2.2%. The distribution shows that most participants are early and intermediate-level academics (Assistant Lecturer and Lecturer), which demonstrates the study is mostly focused on academics in the early-to-mid stages of their career. This could affect the type of responses you get; your job title matters when it comes to job satisfaction and happiness in the workplace.

Moreover, the obstacles that Assistant Lecturers and Lecturers encounter in achieving job harmony and workplace happiness will be different to those found at the levels of academic promotion for Assistant Professors or Professors, particularly in terms of how the pressures of teaching, research obligations, and promotion requirements affect how happy these academics perceive their working lives to be. Thus, examining the distinction between these two categories would be useful in exploring the role of job title on job satisfaction and adjustment to the work environment.

Table 6: Distribution of the Years of Service Variable

Years of Service	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	6	13.0	13.0	13.0
15-20	20	43.5	43.5	56.5
More than 20	10	21.7	21.7	78.3
5-10	10	21.7	21.7	100.0
Total	46	100.0	100.0	

Table 6 demonstrates the distribution of research participants according to years of service variable. The largest category per year of service is 15-20 years, who accounted for 43.5% of the sample. The next two groups are 5-10 years and over 20 years at 21.7% each. By contrast, new employees (1-5 years of experience) only constitutes 13.0%. In line with this distribution, most of the work participants have a high level of academic or administrative experience, which may reflect on how they feel about their work environment and job harmony. Employees that have been in the same company for long periods of time usually have an increased capacity to adapt to the work environment and a different set of expectations in terms of job satisfaction compared to employees that recently entered the workforce who could be struggling with issues in the adaptation or the understanding of the labor context.

Moreover, the impact of job harmony on workplace happiness may vary depending on years of service. New employees may be more sensitive to workplace culture and institutional support, while those with extensive experience may have a more stable and realistic perspective on the work environment. Therefore, analyzing the relationship between years of service and employee satisfaction with the workplace and overall professional well-being could be valuable.

Second: Research Axes

Job Harmony Axis: Job harmony describes the transition between harmonies based on the main tone. It outlines the relationships between the seven harmonic chords in major and minor scales. Understanding these relationships helps us comprehend why certain chords harmonize when played in sequence or why other chords create harmony within a sequence.

Table 7: Respondents' Responses to the Job Harmony Axis

Job Harmony Element		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Receiving appropriate recognition and appreciation	K	11	17	12	5	1	2.3043	1.02999
	%	23.9	37.0	26.1	10.9	2.2		
Feeling fully committed to efficiency and work effectiveness	K	14	27	4	1	0	1.8261	.67674
	%	30.4	58.7	8.7	2.2	0		
Feeling a desire to participate in all sports and social activities organized by the university	K	10	26	9	1	0	2.0217	.71458
	%	21.7	56.5	19.6	2.2	0		
A work environment that helps achieve work-life balance	K	10	21	13	1	1	2.1739	.87697
	%	21.7	45.7	28.3	2.2	2.2		
A suitable and healthy work environment for all employees	ك	10	25	8	2	1	2.1087	.87504
	%	21.7	54.3	17.4	4.3	2.2		
Availability of all necessary devices, equipment, and materials to facilitate task completion	K	8	19	14	4	1	2.3696	.95123
	%	17.4	41.3	30.4	8.7	2.2		
Availability of equal opportunities for learning, development, and social care for all employees	K	6	22	15	2	1	2.3478	.84898
	%	13.0	47.8	32.6	4.3	2.2		
Availability of necessary support from colleagues and supervisors	K	11	21	11	2	1	2.1522	.91815
	%	23.9	45.7	23.9	4.3	2.2		

In the following table, Table 7, the responses of respondents related to the job harmony axis level, where there are different levels of satisfaction among employees. The results show that the highest level of satisfaction was linked to commitment to efficiency, quality of work and effectiveness of the amendments (89.1% of participants indicated satisfaction ("satisfied" or "strongly satisfied"). This suggests that staff is entirely committed to upholding professional performance and feel a sense of duty toward their jobs." On the contrary, other indicators, such as

"receiving appropriate recognition and appreciation" and "the availability of necessary devices and equipment," showed lower levels of satisfaction than their mean scores (2.3043 and 2.3696, respectively). This indicates that some employees have reservations about the level of appreciation they receive and the adequacy of resources available for efficient task completion. Additionally, neutrality and dissatisfaction levels for these indicators were higher compared to other factors, highlighting the need for improvements in these areas. Regarding work-life balance, opinions were mixed. About 28.3% of participants took a neutral stance, while 4.4% expressed dissatisfaction. This suggests that some employees face challenges in achieving a balance between their professional and personal lives.

Job Happiness Axis: Job happiness is a state of satisfaction and a sense of positivity toward the work an individual performs. It can be defined as the harmony between personal and professional goals, accompanied by a sense of motivation and support from the work environment. Happiness at work does not mean the absence of challenges but rather the ability to handle them positively and productively**.**

Table 8: Respondents' Responses to the Job Happiness Axis

Job Happiness Element		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
I feel happy at work	K	13	27	5	0	1	1.8913	.76676
	%	28.3	58.7	10.9	0	2.2		
Positive influence on others	K	14	30	2	0	0	1.7391	.53478
	%	30.4	65.2	4.3	0	0		
Adaptability to required tasks	K	14	28	3	1	0	1.8043	.65386
	%	30.4	60.9	6.5	2.2	0		
Availability of energy to perform job tasks	K	11	31	3	1	0	1.8696	.61855
	%	23.9	67.4	6.5	2.2	0		
Importance of work-life balance	K	18	24	3	1	0	1.7174	.68841
	%	39.1	52.2	6.5	2.2	0		
Optimism and job security for the future	K	12	26	7	1	0	1.9348	.71187
	%	26.1	56.5	15.2	2.2	0		

Table 8 presents respondents' responses to the job happiness axis, showing that the majority of employees feel satisfied and happy in their work environment. For instance, 87% of participants expressed satisfaction (either "strongly satisfied" or "satisfied") with their sense of happiness at work, reflecting a positive workplace environment. Additionally, the positive influence on others was among the highest-rated factors, with no participants expressing dissatisfaction, indicating that employees recognize the importance of their role and impact on their colleagues.

On the other hand, the data revealed that a small percentage of employees had neutral or dissatisfied feelings regarding certain aspects, such as optimism and job security for the future, where the neutrality rate reached 15.2%. This may suggest some concerns about the future. However, the mean scores for all indicators fell within the range that reflects overall employee satisfaction with job happiness.

Job Satisfaction Axis

Job satisfaction is defined as employees' feelings toward their work, resulting from their perception of what their job provides and what they should receive. It is also the outcome of attitudes toward various work-related factors, including management policies in organizing work, job benefits, job security, work responsibilities, task completion, and recognition.

Table 9: Respondents' Responses to the Job Satisfaction Axis

Job Satisfaction Element		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Your work is valued within the academic and scientific framework	K	9	30	6	0	1	2.0000	.73030
	%	19.6	65.2	13.0	0	2.2		
Quality of training available within the organization	K	7	23	13	3	0	2.2609	.80097
	%	15.2	50.0	28.3	6.5	0		
Employee performance evaluation process	K	4	22	11	7	2	2.5870	1.00169
	%	8.7	47.8	23.9	15.2	4.3		
Career advancement system	K	10	20	13	3	0	2.1957	.85945
	%	21.7	43.5	28.3	6.5	0		
Promotion system and its regulations	K	5	16	13	12	0	2.6957	.98589
	%	10.9	34.8	28.3	26.1	0		

Respondents' responses regarding job satisfaction reflect varying levels, with the majority expressing satisfaction with their work within the organizational unit, at a rate of 84.8% (satisfied and strongly satisfied). This suggests the presence of an acceptable work environment that fosters stability and professional satisfaction.

However, when examining specific aspects such as the employee performance evaluation process and the promotion system and its conditions, there is a higher percentage of neutrality and dissatisfaction. The performance evaluation process received a mean score of 2.5870, with 19.5% of respondents expressing dissatisfaction (dissatisfied and strongly dissatisfied), indicating concerns or a lack of clarity regarding the evaluation criteria used.

The promotion system and its conditions recorded the

highest mean score of 2.6957, with 26.1% of respondents expressing dissatisfaction, reflecting challenges or clear dissatisfaction regarding promotion standards and career advancement opportunities.

Regarding the quality of training available within the organization, 65.2% of respondents expressed satisfaction with the training programs. However, 28.3% remained neutral, which may indicate a need to enhance training quality or diversify programs to meet employees' needs better.

Institutional Happiness Factors Axis

Fairness in the workplace is one of the most critical factors contributing to employee happiness and satisfaction with the organization. It is achieved by providing resources such as rewards, incentives, professional development, and equitable task assignments to ensure job satisfaction.

Table 10: Respondents' Responses to the Institutional Happiness Axis

Institutional Happiness Element		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Instilling commitment to national and professional ethics as part of the institutional culture	K	6	30	9	0	1	2.1304	.71829
	%	13.0	65.2	19.6	0	2.2		
Providing fair opportunities for training and creative development	K	6	19	15	4	2	2.5000	.98319
	%	13.0	41.3	32.6	8.7	4.3		
Employee involvement in decision-making, sharing opinions, and integrating them into necessary reforms	K	6	22	14	4	0	2.3478	.82239
	%	13.0	47.8	30.4	8.7	0		
Transparency and openness between management and employees	K	13	23	8	2	0	1.9783	.80247
	%	28.3	50.0	17.4	4.3	0		
Providing rewards, incentives, and special recognition for outstanding and distinguished employees	K	7	22	9	6	2	2.4348	1.04673
	%	15.2	47.8	19.6	13.0	4.3		
Providing a comfortable and friendly work environment	K	12	24	8	1	1	2.0217	.85607
	%	26.1	52.2	17.4	2.2	2.2		

The data indicates that instilling a commitment to professional and workplace ethics as part of the institutional culture received high satisfaction, with 78.2% of respondents (strongly satisfied + satisfied) expressing approval. This reflects a positive institutional culture that supports ethical and professional standards.

Transparency and openness between management and employees also received strong support, with a mean score of 1.9783, one of the lowest averages, indicating a high level of satisfaction among employees regarding the clarity of policies and administrative procedures.

Conversely, providing fair training and development opportunities and involving employees in decision-making showed lower satisfaction levels, with mean scores of 2.5000 and 2.3478, respectively. Additionally, 32.6% and 30.4% of participants remained neutral, suggesting that some employees feel training opportunities are insufficient or that participation in decision-making is limited.

Regarding fair wages, compensation, and recognition of outstanding performance, this factor recorded the highest mean score of 2.4348, with 17.3% of respondents expressing dissatisfaction or strong dissatisfaction, which may reflect concerns about the fairness of wages and rewards. The workplace environment was evaluated as comfortable and friendly, with 78.3% of respondents expressing satisfaction, indicating a supportive and motivating workplace environment.

Institutional Happiness Culture Axis

Institutional happiness is an increasingly important concept in modern organizational management. It refers to the environment and organizational culture that enhance employees' sense of satisfaction and well-being within the organization. Institutional happiness includes elements such as:

1. **Supportive leadership and effective management:** The presence of leaders and managers who care about employees' interests and treat them with fairness and dignity.

Table 11: Respondents' Responses to the Institutional Happiness Culture Axis

Institutional Happiness Culture Element		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Establishing an organizational unit dedicated to happiness	K	7	21	16	1	1	2.3043	.83983
	%	15.2	45.7	34.8	2.2	2.2		
Developing programs and policies for happiness	K	8	21	16	1	0	2.2174	.75757
	%	17.4	45.7	34.8	2.2	0		
Trust in management	K	8	31	6	1	0	2.0217	.71458
	%	17.4	67.4	13.0	2.2	0		
Respect from management	K	13	24	8	1	0	1.9565	.81531
	%	28.3	52.2	17.4	2.2	0		
Management recognition	K	8	29	8	0	1	2.0652	.74243
	%	17.4	63.0	17.4	0	2.2		
Humanitarian relationships from management	K	11	24	9	1	1	2.0652	.85381
	%	23.9	52.2	19.6	2.2	2.2		
Performance evaluation responsibilities	K	8	27	8	2	1	2.1522	.84241
	%	17.4	58.7	17.4	4.3	2.2		

Achieving happiness through creative leadership	K	15	26	4	1	0	1.8043	.68701
	%	32.6	56.5	8.7	2.2	0		
Achieving happiness through providing modern equipment and resources	K	11	28	6	1	0	1.9348	.67994
	%	23.9	60.9	13.0	2.2	0		
Organizational success achieved through financial incentives	K	9	33	4	0	0	1.8913	.52613
	%	19.6	71.7	8.7	0	0		
Achieving happiness through competitive incentives	K	3	15	9	12	7	3.1087	1.21524
	%	6.5	32.6	19.6	26.1	15.2		
Achieving happiness through an open-door policy	K	8	30	8	0	0	2.0000	.59628
	%	17.4	65.2	17.4	0	0		
Achieving happiness through leadership style	K	26	8	11	1	0	1.7174	.91075
	%	56.5	17.4	23.9	2.2	0		

The data indicates that trust and respect from management enjoy high levels of satisfaction, with 84.8% of respondents expressing satisfaction with trust in management, while 80.5% were satisfied with the level of respect. This reflects a positive work environment characterized by mutual respect between management and employees, which enhances loyalty and job satisfaction.

Regarding the presence of a specialized organizational unit for happiness, this item received a mean score of 2.3043, with 34.8% of respondents remaining neutral. This may suggest a lack of clarity regarding the role of this unit or limited awareness among employees of its impact.

Similarly, the establishment of happiness programs and policies received a mean score of 2.2174, with 34.8% of participants being neutral. This suggests a need for further clarification or improvements in implementing these programs to ensure their effectiveness.

The success of the organization through providing an attractive work environment received one of the best mean scores, 1.8913, with 91.3% of respondents expressing satisfaction. This highlights employees' recognition of the importance of the organizational environment in achieving success.

Conversely, the concept of a repelling work environment received the highest mean score of 3.1087, with 41.3% of respondents expressing dissatisfaction (dissatisfied and strongly dissatisfied). This reflects employees' rejection of a negative work environment and underscores the need to improve working conditions to ensure employee retention and motivation.

Providing advanced infrastructure received a good satisfaction rating, with a mean score of 1.9348. This indicates that most employees are satisfied with the available resources and equipment, though there may still be room for improvement.

Leadership style received the highest positive rating, with a mean score of 1.7174, and 73.9% of participants expressing satisfaction. This highlights the significant role of leadership in fostering a culture of institutional happiness.

Pride-Based Workplace Loyalty

Loyalty to the workplace is an emotional and practical connection between the employee and the organization. In this relationship, the employee works with dedication and strives to achieve the company's goals, going beyond mere job satisfaction. This loyalty is reflected in outstanding performance and advocacy for the organization through positive behaviors, such as providing suggestions and active participation.

Table 12: Respondents' Responses to Pride-Based Workplace Loyalty

Loyalty to Workplace Element		Yes	NO	Mean	Standard Deviation
Pride-based loyalty to the workplace	K	46	0	1.0000	.00000
	%	100	0		

The table shows that all respondents (100%) expressed their loyalty and pride in their workplace, with no cases of rejection recorded. The mean score of 1.0000 and the standard deviation of 0.00000 indicate complete consensus among participants regarding their sense of loyalty and pride toward the institution.

Pride and Honor in Mentioning the Workplace

Pride is the feeling of satisfaction with personal achievements or belonging to an institution that achieves success. In the workplace, pride stems from the sense that our work has value and significance. Employees who feel proud of their work are likely to be more productive and creative and to demonstrate long-term commitment to their organizations.

Table 13: Respondents' Responses to Pride and Honor in Mentioning the Workplace

Pride and Honor in Mentioning Workplace Element		Yes	NO	Mean	Standard Deviation
Pride and honor in mentioning the workplace	K	46	0	1.0000	.00000
	%	100	0		

The data indicates that all respondents (100%) expressed pride and honor when mentioning their workplace, with no negative responses recorded. The mean score of 1.0000 and the standard deviation of 0.00000 reflect a complete consensus among participants regarding their positive feelings toward the institution.

Chapter Four: Conclusions and Recommendations

First: Conclusions

1. High Job Happiness: Job happiness is high among employees, as most feel satisfied with the work environment, especially regarding commitment to quality and their positive impact on others.

2. Positive Relationship Between Job Harmony and Workplace Happiness: There is a positive correlation between job harmony and workplace happiness, as employees expressed satisfaction with the work environment and collaboration among colleagues.
3. Importance of a Healthy and Supportive Work Environment: The results indicate that a suitable work environment and employee recognition are crucial in achieving job happiness.
4. Variation in Satisfaction with Training and Development: Some employees expressed needing more equitable and diverse training opportunities.
5. Concerns About Performance Evaluation and Promotions: Some participants expressed dissatisfaction with the promotion system and performance evaluation mechanisms.

Second: Recommendations

Based on the research conclusions, the researcher recommends the following:

1. Enhancing Training and Professional Development Opportunities: Ensure fair access to training programs for all employees to improve their competencies and skills.
2. Improving Evaluation and Promotion Mechanisms: Establish transparent and fair promotion criteria to increase employee satisfaction and motivation.
3. Strengthening a Supportive Work Environment: Expand incentive and recognition programs, including both financial and non-financial rewards.
4. Increasing Employee Participation in Decision-Making: Encourage employees' involvement in decision-making processes to foster a sense of belonging and empowerment within the organization.
5. Sustaining a Balanced Work Environment: Maintain a work-life balance to promote employee well-being and job satisfaction.

References

1. Suh EM. Downsides of an overly context-sensitive self: Implications from the culture and subjective well-being research. J Pers. 2007;75(6):1093-1113.
2. Khan JR. Do fellow-feelings and organizational harmony matter for logistic firms? Asia Pacific J Mark Logist. 2018;30(3):567-585.
3. Nwinyokpugi PN. Position power management and workplace harmony in the construction sector in Rivers State. 2014.
4. Al-Sudairi DS, Al-Shamasi AA. The role of quality of work life in achieving institutional happiness (A field study on administrative employees at Jeddah University, Jeddah Governorate). Arab J Sci Publ. 2023;6.
5. Shishkin M. Evolution as a search for organizational equilibrium. Biosystems. 2018;172:54-61. DOI: 10.1016/j.biosystems.2018.10.002.
6. Froese A. Organizations in balance: Revitalizing the concept of organizational equilibrium. Sustain Manag Forum. 2017;5(2):29-35.
7. Al-Sawy M. The role of psychological empowerment in achieving employee happiness - An applied study. Arab J Admin. 2024;35(1):45-60.
8. MANA F, BOUHARAOUA Z. Impact of happiness at workplace on employee performance. J Strat Dev. 2021;11(2):156-169.
9. Fisher C. Happiness at work. Int J Manag Rev. 2010;12(4):384-400.
10. Ghaderi EM. The relationship between quality of work life and organizational happiness (Case study: Agriculture Organization of Kermanshah Province). Indian J Fundam Appl Life Sci. 2015;5:250-257.
11. Keser A. Happiness at work: Survey from Turkey. Int Acad Res Conf London Zurich. 2016;12:67-75.
12. Al-Khazali AOJ. The role of organizational justice in determining individual happiness - An analytical study of employees' opinions in the General Company for Trading Cars and Machinery in Baghdad. 2017.
13. Tosten R. The relations between organizational happiness and organizational socialization perceptions of teachers: The sample of physical education and sports. Eur J Educ Res. 2018;7(1):39-49.
14. Proctor C. Effective organizational communication affects employee attitude, happiness, and job satisfaction. Master of Arts in Professional Communication, Southern Utah University. 2014.
15. Khalaf YL. Happiness at work and its role in enhancing organizational trust: An exploratory study of employee opinions at Fallujah University. J Bus Econ. 2021;7(1):88-98.
16. Paschoal T. Construção e validação da escala de bem-estar no trabalho. Aval Psicol. 2008;7(1):121-129.
17. Green R. Impact of middle-level managers' well-being and happiness on direct reports' performance. Walden University. 2014.
18. Al-Amiri SA, Sabr RN, Al-Amiri SA. The role of quality of work life and organizational happiness in improving customer relationship management - An analytical study of a sample of five-star hotels in Baghdad. Baghdad Coll Econ Sci J. 2021;63:23-34.
19. Velásquez MV. La felicidad organizacional, la inteligencia emocional y el modelo básico de administración estratégica. 2021.
20. Omar MK. Organizational happiness index (OHI): A study of a public university in Malaysia. Int J Acad Res Bus Soc Sci. 2018;8(2):22-34.
21. Kim K. Happy people do not compare: Differences in social comparison between happy and unhappy people. Asia-Pac J Converg Res Interchange. 2019;5(2):45-54.
22. Salary S. Study of the relationship between happiness and dimensions of psychosis, neurosis, and personality extraversion. Procedia-Soc Behav Sci. 2013;84:1124-1130.
23. Al-Sailawi AFJ. Happiness at work and its impact on improving job performance - An applied study of employees' opinions in the vocational education department in Najaf Al-Ashraf. Islamic Coll Univ J. 2024;72(2):98-107.
24. Al-Shahloub SS. Institutional happiness: A practical guide to implementation. 1st ed. Jeddah: Kayan Publishing and Distribution; 2023.
25. Websites addressing topics on workplace happiness and job harmony. [cited 2025 Mar 27]. Available from: https://www.happinessatwork.com.