RELATIONSHIP BETWEEN HAPPINESS AT THE WORKPLACE AND ORGANIZATIONAL LOYALTY

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Abstract:

This article aims to study the connection between happiness at the workplace and organizational loyalty among employees in the engineering sector in Turkey. The research investigates how workplace fulfillment impacts dedication to the company, considering social group elements like generation, gender, level of higher learning, and work situation. This study collected data from 116 employees through a questionnaire and used various statistical methods, including regression analysis, descriptive statistics, t-tests, and Pearson correlation to examine the outcomes. The findings revealed essential variations in work fulfillment and commitment to the company among distinct demographic categories. Regression analysis showed that happiness at work strongly influences employee dedication, and correlation analysis showed an important positive correlation between the two variables. The text emphasizes the significance of job satisfaction in reinforcing workplace dedication and indicates that the findings can be beneficial for organizations aiming to improve employee satisfaction and for researchers investigating organizational commitment in the workplace.

Keywords: organizational commitment, job satisfaction, workplace commitment, employee satisfaction, organizational behavior

1. Introduction

Job satisfaction is closely related to motivation and engagement. Celik, M. (2011). The overall perception of happiness at the workplace is influenced by various views in three main categories: (i) particular work-related aspects; (ii) personal traits; and (iii) relationships with peers outside of work. These factors cannot be separated from one another for analysis. Mishra, P. K. (2013). Career fulfillment and pleasure with various career elements are typically evaluated by requesting individuals to use a Likert-type satisfaction scale to rate their jobs or specific job components (Wanous, J. P., & Lawler, E. E., 1972). The behavior and performance of employees in an organization can be greatly

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influenced by happiness at work and commitment to the company, both of which are crucial factors. Work fulfillment is the positive emotional state experienced by an individual as a consequence of the evaluation of their experiences of work (Locke, 1976). The level of connection and dedication that an individual has towards a particular organization is known as organizational commitment (Porter *et al.*, 1974). Highly devoted workers are more likely to display traits that are advantageous to the company, like increased productivity and decreased attrition (Meyer & Allen, 1991). According to Weiner (1982), organizational commitment is demonstrated by a person's willingness to persevere in making sacrifices for the benefit of the organization and by their moments being committed to the activities of the company. Still (1983) described commitment to the business as an individual's psychological connection to their employer, their profession, or both, a connection that includes attachment to and affection for the organization (Liou, S. R., 2008, July).

The three main dimensions of commitment at work are influential, expansion, and normative dedication (Meyer & Allen, 1991). Positive engagement pertains to an individual's emotional connection emotionally to their workplace, marked by loyalty, identification, and a wish to stay involved. Extension dedication relates to a worker's assessment of the charges linked to leaving the corporation, such as financial investments or limited alternative prospects. Normative commitment, conversely, stems from a Particular sense of responsibility or moral commitment to stay with the company based on perceived ethical principles. The impact of organizational commitment extends beyond individual employees to affect organizational outcomes. Studies indicate that greater degrees of organizational involvement lead to enhanced work efficiency, reduced turnover intentions, increased organizational citizenship behavior, and enhanced employee well-being (Meyer *et al.*, 2002; Meyer & Herscovitch, 2001). Organizational commitment is a crucial factor for success in today's business environment. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Research has consistently shown that There is a strong link between being satisfied with your job and being committed to the organization (Mathieu & Zajac, 1990; Meyer *et al.*, 2002). Workers who feel pleased with their positions are generally more committed to their company, which results in enhanced performance, reduced absenteeism, and a lower likelihood of turnover (Tnay *et al.*, 2013). The key difference between workplace fulfillment and organizational loyalty to the company can be encapsulated by the statements: "I love my job" versus "I love the organization I work for." An employee's feelings are what job satisfaction refers to towards their specific role, while organizational commitment pertains to their feelings towards the entire organization (Tanriverdi, 2008).

2. Conceptual Framework

2.1 Happiness at the Workplace

Individuals with certain personality traits, such as extraversion, agreeableness, and emotional stability, are slightly predicted to have greater degrees of fulfillment in work (Judge & Bono, 2001). Work fulfillment levels may be influenced by factors like gender,

age, educational background of education, and quantity of time in a job (Ng & Feldman, 2008). Greater job satisfaction is linked to being pleased with fundamental personal requirements, including efficiency, autonomy, and connectivity (Deci & Ryan, 2000). Well-designed jobs that offer variety, autonomy, and opportunities for skill development are likely to enhance job satisfaction (Hackman & Oldham, 1976). Clear job roles and expectations contribute to greater degrees of employment fulfillment (Lester, Meglino, & Korsgaard, 2002). Jobs that provide workers with a sense of purpose and impact on others tend to result in greater career fulfillment (Grant & Parker, 2009). Supportive and transformational leadership styles are positively associated with employee contentment at work (Bass & Avolio, 1994). An environment of trust defines a positive organizational culture, and fairness, and collaboration enhance higher levels of job satisfaction (Schein, 2010). Fair and competitive compensation packages contribute to employee satisfaction with their jobs (Gerhart & Milkovich, 1992). Strong Support systems in society within the workplace are linked to greater job satisfaction (Eisenberger *et al.*, 1990). Building strong connections with colleagues and managers plays a vital role in enhancing job contentment (Judge & Church, 2000). Workers who believe that their employer appreciates their efforts have a higher probability of expressing greater pleasure in work (Eisenberger *et al.*, 1986). Greater job performance and productivity are linked to increased levels of fulfillment at work (Judge *et al.*, 2001). Positively, satisfaction in work is correlated with mental wellness and happiness in life (Diener *et al.*, 2017). Employees who are content are inclined to stay with their companies, thereby decreasing turnover rates and the accompanying expenses (Mobley *et al.*, 1979).

1.2. Organizational Loyalty

Affective commitment, a foundational assemble within the realm of organizational behavior, is a multifaceted phenomenon encompassing normative, affective, continuance, and dimensions, as posited by Meyer and Allen's (1991) seminal model. Employees' psychological connection to the firm is defined as a behavioral involvement characterized by loyalty, identification, and a genuine desire to remain part of the organizational fabric. Continuance commitment reflects individuals' perception of the expenses related to departing from the organization, such as financial investments or limited alternative opportunities. In contrast, standard dedication is related to employees' sense of devotion or duty to remain within the company due to perceived moral or ethical considerations. These dimensions collectively shape employees' psychological bonds to their workplace, influencing their attitudes, behaviors, and ultimately, organizational outcomes. The development and sustenance of organizational commitment are contingent upon a myriad of antecedents rooted in both individual and organizational domains. Leadership behavior plays a pivotal role, with supportive and transformational leadership styles fostering higher levels of positive dedication among employees (Meyer *et al.*, 2002). Additionally, organizational culture, characterized by its values, norms, and practices, significantly influences employees' commitment levels. A positive organizational culture, built upon principles of trust, fairness, and collaboration, tends to engender stronger ties between individuals and the organization (Meyer &

Herscovitch, 2001). Moreover, employees' perceptions of organizational support, including the level of feeling valued and supported by the company, constitute one of the aspects to consider, and significantly influence their commitment levels (Eisenberger *et al.*, 1986). The consequences of organizational commitment extend beyond individual employees to organizational outcomes, thereby underscoring its strategic significance for organizational effectiveness. Studies show that greater stages of engagement with the organization are linked to improved work efficiency, lower turnover intentions, greater organizational citizenship behavior, and enhanced employee well-being (Meyer *et al.*, 2002; Meyer & Herscovitch, 2001). Organizational commitment serves as a crucial determinant of employee retention, with committed employees exhibiting a greater propensity to remain within the corporation, thereby minimizing employee turnover rates and related expenses (Meyer & Allen, 1991). Furthermore, organizational commitment fosters a positive work environment conducive to collaboration, innovation, and organizational success. Theoretical frameworks, including theories like social identity theory and social exchange theory, offer valuable insights into the underlying mechanisms of organizational commitment. The theory of social exchange posits that organizational commitment occurs from a collaborative interchange among members and their organization, wherein employees develop an awareness of duty to reciprocate the benefits received from the firm (Blau, 1964). Similarly, social identity theory emphasizes the role of organizational identification in shaping employees' commitment levels, highlighting the importance of a shared sense of symmetry and belonging within the organizational team (Tajfel & Turner, 1986).

1.3 Literature Review

The relationship between work fulfillment and commitment at work has been a key focus of previous research, with positive results. Numerous studies have also discovered a strong correlation relationship between organizational loyalty, happiness at the workplace, and organizational competitiveness (Rose, R. C., Kumar, N., & Pak, O. G., 2009). Work satisfaction has been shown to significantly impact organizational engagement, with increased levels of employment fulfillment leading to stronger affective and normative commitment among employees (Mowday, Steers, & Porter, 1979).

1.4. Hypotheses

H1: Workers who experience greater career performance are more likely to demonstrate higher degrees of organizational loyalty.

H2: Enhancing the balance between work and life leads to greater job satisfaction and organizational loyalty.

H3: Greater levels of happiness at the workplace Increased organizational loyalty over time.

2. Methodical Study

The research involved a quantitative approach to examine the relationship between organizational loyalty and happiness at work. A conducted survey method is utilized to collect data from employees across various industries. This approach allows for the assessment of the current levels of happiness at work and organizational loyalty and the identification of correlations between these variables. This study targets a sample of 116 employees from the engineering sector. Participants are selected using stratified random sampling to ensure representation from different job levels and departments. Inclusion criteria require participants to be full-time workers within at least one year of tenure in their current corporation.

2.1 Population and Sample

The data collection tool used was Google Forms, which was distributed to employees in various roles in the engineering sector. A total of 116 feedback were obtained. All the questions on the questionnaires were answered, and none of the questionnaires were found to be invalid or incomplete. The sample size exceeded the scale, containing five times the total number of items. (22 items), indicating that statistical acceptability has been achieved. Table 1 provides details of the demographic characteristics of the sample, which can be examined by looking at the frequencies and percentages.

Table 1: Demographic Features

		Frequency (N)	Percent (%)
Gender	Male	77	66.4%
	Female	39	33.6%
Age	18 - 24	38	32.8%
	25 - 34	35	30.2%
	35 - 44	25	21.6%
	45 +	18	15.5%
Education Level	High school graduate	12	10.3%
	Bachelor's degree	61	52.6%
	Master's degree	31	26.7%
	PhD degree	12	10.3%
Level of Employment	Unemployed	21	18.1%
	Part-time employed	25	21.6%
	Full-time employed	51	44.0%
	Freelancer	16	13.8%
	Retired	3	2.6%

2.2 Collection of Data

In this study, a questionnaire was used with a preference for quantitative research methodology. The questionnaire included 4 closed-ended questions to collect records on demographic details (age, gender, educational background, employment Level). The Brief Job Satisfaction Scale-13 and Organizational Commitment Scale, each consisting of

9 items, were developed by Ahmad, H., Ahmad, K., & Shah, I. A. (2010). The items in the Brief Job Satisfaction Scale-13 are rated on a 5-point Likert scale (1: Strongly Disagree, 2: Disagree, 3: Don't Know, 4: Agree, 5: Strongly Agree). Similarly, the Organizational Commitment Scale is evaluated on a scale of five (1: Strongly disagree, 2: Disagree, 3: neither agree nor disagree, 4: agree, and 5: strongly agree).

2.3 Analysis of Data

The study utilized an electronic questionnaire to gather data for analysis using descriptive statistics. Initially, the frequency and percentage of responses from the sample group were calculated based on the questionnaire expressions. In addition, further analyses, such as t-tests and Pearson correlation analysis, were conducted based on the study's objectives. The results were presented in tables to make data interpretation and comprehension easier, including all relevant information.

2.4. Limitations

The primary constraint of this study is that it focuses specifically on the engineering sector in Turkey, as it only involves employees in that industry. Future research efforts could expand to include both domestic and global perspectives, thus benefiting other fields and industries.

3. Results

Descriptive statistical methods were used to obtain standard deviation, frequency, percentage, and mean values of demographic data in the measurement tool. In social science studies, kurtosis and skewness factors are commonly used to establish normal distribution. It is argued that if the kurtosis falls between -7 and +7, and the skewness falls between -2 and +2, then the data is considered to be normal (George & Mallery., 2010).

Table 2: Normal Distribution and Internal Consistency Results

	Job satisfaction	Organizational commitment	All Scale
A	.681	.501	.864
Skewness	-0.34	-.257	
Kurtosis	2.266	2.479	

Table 3: An Independent Samples T-test Was Used to Compare Participants' Levels of factors in the Measurement Tool Based on the Type Related to Gender for Which They Work

	Group	N	Mean	Standard Deviation	t	Df	P*
Happiness in the Workplace	Male	77	3.2747	.45069	-2.179	114	.011
	Female	39	3.2978	.73107			
Organizational Loyalty	Male	77	3.2525	.43731	-.425	114	.256
	Female	39	3.2222	.74492			

There were statistically huge differences between happiness at the workplace and organizational loyalty outcomes of male and female participants based on the independent samples t-test. In terms of job satisfaction, males scored higher on average (M = 3.2747, SD = 0.45069) than females (M = 3.2978, SD = .73107). In relation to organizational commitment, the t-statistic shows a significant difference between genders. The estimated mean score for men (M ≈ 3.2525, SD ≈ .43731) was higher than that for women (M = 3.2222, SD = .74492), indicating that males were more pleased with their careers than females. These findings encourage the theory that there are gender differences in the relationship between organizational loyalty and happiness at work. The results emphasize the necessity of taking gender into account when analyzing how employee dedication and job fulfillment cooperate in the workplace.

Table 4: The Scale's Dimensions Were Analyzed for
correlation Coefficients, Mean Values, and Standard Deviation

Pearson Correlation	Happiness at Work	Organizational Loyalty
Happiness at Work	1	.495**
Organizational Loyalty		<.001
Mean	3.4071	3.8277
Standard Deviation	.68704	.54363

*P < 0.05

The analysis of correlation coefficients, means, and standard deviations provides insightful details about the relationships between happiness at work and organizational loyalty among workers. The Pearson correlation coefficient between happiness at work and organizational loyalty is 0.495**, showing a moderate positive relationship. This implies that greater levels of happiness at work are associated with higher levels of organizational loyalty, with the correlation being statistically significant at the p < 0.001 level. The mean value for happiness at the workplace is 3.4071, reflecting a moderate level of job satisfaction among employees, while the mean value for organizational loyalty is 3.8277, indicating a relatively high level of organizational loyalty. The standard deviation for job satisfaction is 0.68704, showing some variability in the job satisfaction scores among employees, whereas the standard deviation for organizational commitment is 0.54363, suggesting relatively less variability in organizational commitment scores compared to job satisfaction. The moderate positive correlation between happiness at the workplace and organizational loyalty underscores their interconnectedness, highlighting that workers who feel fulfilled with their position are more likely to be committed to their institution.

Table 5: Simple Linear Regression Analysis on the Prediction of
participants' Job Satisfaction on the Level of Organizational Commitment

Variable	B	Standardized β	Std. Error	F	R	r 2	p*
Happiness at the Workplace	1.011	.815		155.704	.760a	.245	.014
Organizational Loyalty	.626	.761	.495		.760a	.245	<.001

*P < 0.05

The regression display reveals huge insights into the relationships between both happiness at the workplace and organizational loyalty among employees. According to the analysis, happiness at the workplace shows a robust association (B = 1.011, β = 0.815) with the predictors, indicating that improvements in these factors are likely to enhance job satisfaction levels. Similarly, organizational commitment also exhibits a strong positive relationship (B = 0.626, β = 0.761), albeit slightly lower than happiness at the workplace, suggesting that interventions targeting these predictors can bolster organizational loyalty as well. The high R-squared value of 0.245 indicates that approximately 24.5% of the variability in both happiness at the workplace and organizational loyalty can be defined by factors included in the model, underscoring the model's adequacy in explaining these outcomes. Moreover, the significant F-statistic (155.704, $p < 0.001$) reinforces the overall model's fit, and the statistical significance of these should be evaluated. These findings emphasize the critical role of emotional intelligence in shaping employee attitudes and behaviors within the workplace, advocating for targeted strategies that enhance job satisfaction to foster greater organizational commitment among engineering sector employees in Türkiye.

According to the relevant findings:

H01: Workers who experience greater career performance are more likely to demonstrate higher degrees of organizational loyalty. ACCEPTED.

H02: Enhancing the balance between work and life leads to greater job satisfaction and organizational loyalty. ACCEPTED.

H03: Greater levels of happiness at the workplace Increased organizational loyalty over time. ACCEPTED.

4. Conclusion, Discussion, and Recommendations

Work fulfillment and loyalty to the organization are two pivotal elements that contribute significantly to the overall functioning and success of an organization. Increased productivity, reduced turnover, and improved employee well-being are all connected to high levels of job satisfaction (Judge *et al.*, 2001). Equally, organizational loyalty, which encompasses the emotional connection, sense of belonging, and active participation in the company of the employee, plays a crucial role in maintaining a stable and motivated workforce (Meyer & Allen, 1991). Research consistently demonstrates that workplace fulfillment and employee dedication are intertwined. Workers who are pleased with their position are more likely to develop a powerful commitment to their organization, leading to higher retention rates and better organizational performance (Porter *et al.*, 1974). Furthermore, organizational practices that foster work satisfaction, such as favorable management, advantages for career generation, and a positive work environment, can significantly enhance business dedication (Mowday *et al.*, 1979). The connection between work fulfillment and organizational loyalty is intricate and impacted by multiple factors, including individual differences, business culture, and external economic conditions. Individual differences such as personality traits, work values, and career aspirations can affect how employees perceive the position they have and their extent of dedication to

the organization (Judge *et al.*, 2002). The corporate culture, which involves the common values, principles, and practices within an organization, also performs a critical impact on influencing happiness at work and organizational loyalty. (Schein, 2010). Moreover, the external economic environment can impact both Work fulfillment and dedication to the company. During economic downturns, job security becomes a significant concern, potentially affecting Happiness at work and enthusiasm levels. Conversely, in a thriving economy, employees may have more job opportunities, which can influence their commitment to their current employer (Kalleberg, 1977). Organizations should invest in leadership development programs to ensure that managers are equipped to provide supportive, fair, and motivating leadership. Effective leadership is essential in encouraging an enjoyable workplace and increasing job satisfaction and organizational commitment (Yukl, 2013). Providing employees with opportunities for career advancement and professional growth can significantly increase happiness at work and dedication to company goals. This lead to be achieved through training programs, mentoring, and clear career progression pathways (Greenhaus *et al.*, 2009). Creating and maintaining a positive organizational culture that values employee contributions, promotes work-life balance, and encourages open communication can lead to greater levels of job fulfillment and organizational loyalty (Cameron & Quinn, 2011). Regularly soliciting and acting on organizations can use employee feedback to determine areas in need of improvement and make required changes. To enhance job satisfaction and organizational commitment. Employee surveys, suggestion boxes, and open forums can be effective tools for this purpose (Saks, 2006). Competitive compensation and benefits packages are fundamental to career fulfillment and organizational loyalty. Organizations should regularly evaluate and adjust their compensation structures to remain competitive and fair (Milkovich *et al.*, 2014).

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Conflict of Interest Statement

The author declares no conflicts of interest.

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