The Role of Employee Engagement, Job Satisfaction and Organizational Commitment on Happiness at Work at a Saudi Organization

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Abstract

This research examines the meaning, causes, and effects of happiness in the workplace in a government organisation, specifically within one of the Saudi Arabian Government's Royal Commissions. It examines the impact of employee engagement, job satisfaction, and organizational commitment on happiness at work by adopting Fisher's framework (2010). The data was collected using a simple random sampling approach, and a questionnaire survey was designed and distributed to employees working in this government organization. Three thousand people were targeted using the convenience approach, and the response rate was 23.5%. The demographic data analysis was conducted using a descriptive statistical approach, and the hypothesis was tested using correlation and regression analysis. The results reveal that workplace happiness depends mainly on organizational commitment; however, employee engagement and job satisfaction also contribute to the individual's happiness at work.

Keywords: happiness, job satisfaction, employee engagement, employee performance, work environment, management style, Fisher's model 2010

1. Introduction

The happier your employees, the more successful your company (Alt, 2021). Happiness can be described as the ongoing presence of good feelings and moods. The concepts of happiness and positive attitude have garnered much attention in recent psychology research (Fisher, 2010) and studies have broadened out from domestic and individual contexts to encompass workplace environments. Happiness At Work (HAW) refers to a positive psychological state that employees may feel in the workplace (Fisher, 2010). Three essential elements of the concept are considered here: engagement, job satisfaction, and effective organizational commitment. Thanks to rising employment rates, employees in the 2020s are now enjoying many more work options than ever before. For example, choosing a workplace that provides a more positive human experience is an option that people may – and should – take advantage of. Although good workplace attitudes are a relatively new notion, research suggests that having a happy job experience is far more important than previously thought and, as such, should not be overlooked.

The reasons are obvious and numerous: first, there is a strong correlation between workplace pleasure and employee productivity, which is advantageous to the company. Employees who feel supported, enjoy their work, and have the means to deal with stressful situations will automatically produce higher-quality work than those who are overworked, unsupported, and dislike going to work. Organizational culture may benefit from frequent changes so that the business continues to demonstrate and promote attitudes that are beneficial to mental health in the workplace. Flexible working rules, mindfulness techniques, team-building events, fresh snacks, and holiday time are all considered by most firms to be basic minimum measures that foster a happy workplace and proactively support mental health. (Templafy, 2020). However, more can be done, since fostering workplace happiness cuts across many levels and includes taking into account how employees work. Workplace culture must encompass more than just individuals; prioritizing employee working conditions must also involve structural changes, such as adjustments to how workers work. Taking care of employees and considering their well-being is more vital than ever in 2020. Organizations look for causes of happiness at work to retain and

maintain employees and motivate them to increase performance professionally, as well as to attract talented people who want to work in a beneficial and healthy environment. People always search for happiness in their home and social lives and the workplace is no different; happiness is paramount in all aspects of our lives and we need the stimulation of positive and healthy psychological feelings. Lack of happiness will negatively affect our emotions and psychology in general, and this will certainly affect our performance at work.

The workplace is a space where employees engage in daily tasks. A pleasant working atmosphere gives employees a sense of security and allows them to perform at their best. The work environment might influence an employee's emotions. If they enjoy working in their workplace, they will feel at ease and be more likely to perform tasks efficiently. Productivity will be high, and staff performance will be good as well. Organizations require capable leaders who comprehend the complexities of the changing global environment. Employee performance will benefit from organizations that manage human resources well and vice versa, as employees contribute to the success of the company. In order to grow their business, companies must increase employee involvement. Employee involvement is critical to the company's ability to achieve the goals outlined in its mission, and employees can understand what needs to be done to increase the company's competitiveness. All corporate departments must provide a good work environment with appropriate job allocations to enable employees to feel attached to their work environment. A positive work environment aids increased employee performance. Supervisor support, strong relationships with co-workers, training and development, appealing and quick incentives, and proper workload recognition and workload plans are all beneficial in creating work environmens that positively impact employee productivity.

The concept of HAW was inspired by psychological and economic research on happiness. It is frequently used interchangeably with "well-being" and is described as a state with a high level of "life satisfaction," a high level of "positive emotions," and a low level of "negative emotions". Work happiness is also characterized by positive feelings toward one's job, positive feelings toward aspects of one's job, and positive feelings toward one's employer as a whole, as well as by pleasant judgments or experiences, specifically positive feelings, flow at work, moods, and emotions. One of the main models that used to study happiness at work in many studies is Fisher (2010) model (García-Contreras et. al, 2022). Despite the increase in studying HAW however, most of the studies were conducted in western cultures (FitrianaI et. al, 2022).

This study develops a modified version of the Fisher model to show that employee satisfaction and performance is determined by their organizational behaviour. The relationship between happiness and three elements, namely engagement, work satisfaction, and organizational commitment, is a wide topic that needs to be investigated. This study, therefore, addresses the current gap by investigating the meaning, causes, and impact of happiness at work in the government sector, using a Saudi Arabian government organization as a case study. The aim of the study is to identify how happiness is influenced by the three factors of engagement, job satisfaction, and organizational commitment. This study contributes to the literature by validating Fisher model in non-western culture on the government sector in Yanbu, Saudi Arabia, using a modified form of Fisher's Happiness at Work (HAW) framework.

2. Literature Review

Happiness and satisfaction are two different but related ideas. While financial remuneration may be connected with job happiness for some people, others may desire acknowledgment of their hard work and lose motivation if they do not receive it. In addition, for many people, a pleasant work atmosphere is an absolute requirement for job enjoyment. This research takes an in-depth look at the components of workplace happiness, and attempts to understand why workplace happiness is so important for retaining job motivation (Roy & Konwar, 2020).

2.1 Happiness

Happiness is the feeling of joy and enjoyment. In addition, it is a state through which a person judges his life as being full of stability and comfort, far removed from the difficulties, pains and pressures of life, which always drive him to feel hope and to make a better life, and generate the intense desire to stick to life as long as possible (Wesarat, Sharif & Majid, 2017). The workplace can achieve a positive moral dimension in our lives that goes beyond mere salary, and the work environment is an important contributor to happiness in life, as has been proven by many studies. The question is, how can organizations of all kinds create a working environment that gives their employees happiness and comfort, which of course will be reflected positively in their productivity, creativity, and loyalty to the organization, and which gives organizations a human dimension aside from the facts of their profit and loss. Many studies have tried to answer this question, and this literature review gives some of the most important general findings of the available research. Every employee receives work messages via e-mail, phone calls, or through meetings and direct requests. And each employee needs to feel that these

communications are under their control and that they able to deal with them mentally and practically and finish the tasks associated with them (Veshne, 2020). There are many criteria for measuring happiness at work. The essence of the idea is to listen to the employee's frank and honest voice. One of the easier ways to reveal how comfortable employees are in their work is by calculating the percentage of employees who leave work within a year. Agustien and Soeling (2020) revealed that while employee happiness did not directly impact performance, when the link was mediated by job motivation, there was a beneficial impact on employee performance.

An employee's relationship with their direct manager is one of the most important factors that affects happiness at work, since employee sensitivity towards any communication from their manager is very high. Managerial ability to communicate with employees ultimately has a direct impact on productivity and performance. A worker's relationship with the manager is undoubtedly one of the most important relationships that affect job satisfaction. The manager provides feedback and performance expectations and has the potential to be one of the employee's biggest supporters. A good manager helps employees to explore ways to improve their engagement and overall job satisfaction. A smoothly functioning relationship with the manager helps to make employees feel part of a team and be more connected at work (Haniph, 2021). There is a strong correlation between happiness at work and happiness in one's personal and social life, therefore, employers need to be concerned about changes in employees' personal lives, and many companies have established programs to support employees' personal, family and leisure lives.

Routine is the enemy of human happiness at work, and this is why companies put in place ideas and methods that reduce routine for employees, such as job rotation, setting aside time to try new ideas or work in different departments, and giving employees the opportunity to grow in the direction they love.

Bataineh (2019) found that happiness at work has a direct effect on employee performance. Happiness has been defined as pleasant moods and emotions, well-being, and positive attitudes. Fisher suggests that engagement at work, job satisfaction, and organizational commitment could also be included in a complete assessment of individual happiness (Fisher, 2010). A variety of organizational behaviour constructs have some similarities with the broad definition of workplace satisfaction, as will be discussed below. We identify, then, three broad areas that are a source of happiness in the workplace:

1. Engagement.

2. Job satisfaction.

3. Affective organizational commitment.

2.2 Engagement

Rashmi (2020) has defined engagement as a phenomenon whereby employees approach their work roles with energy and apply themselves physically, cognitively, and emotionally while performing their tasks. Engagement is a function of personal integration with work tasks and is characterized by vitality and dialectical relationship through the work of the individual and his expression of personal preferences in work behaviours that enhance communication at work. The physical aspect of functional integration relates to the physical energy that employees exert in order to integrate with the organization's values and behaviours.

Engagement describes the level of enthusiasm and dedication that employees feel towards their job and the organization in which they work, and refers to their ongoing efforts to achieve the goals of the organization, and its success, progress and continuity (Choudhury & Dutta, 2019). Engaged employees tend to be more productive and distinguish themselves at work; they are more interested in their work, their performance, and the overall achievements of the organization. They feel that their efforts have an impact on the quality of the work of the organization, and that they work for something more than just a salary (Choudhury & Dutta, 2019). Employee engagement affects almost every vital aspect of a business, including profitability, revenue, customer experience, employee turnover, and more. Research shows that 92% of executives believe that engaged employees perform better and increase the success of their teams and the results of their organizations (Ryba, 2021). Employers can encourage job inclusion by giving rewards and promotions to excellent employees, keeping employees informed of the organization's performance and accomplishments, and providing regular feedback (Horvathova & Kashi, 2019).

These descriptions of engagement can be summarized by saying that the importance of engagement lies in two aspects. First, in the results that reflect the growth of the organizational institution itself, and second, in those that reflect the happiness of the individual. We could say that engagement is the emotional commitment between the employee and the institution.

2.3 Job Satisfaction

Job satisfaction is a positive feeling that the employee develops during the performance of work. General satisfaction with a job may be achieved when there is compatibility between what the individual needs and expects from their work and what they actually obtain from it (Horvathova & Kashi, 2019). Job satisfaction is of great importance for both employees and the organization.

Job satisfaction is also connected to the ability to adapt to the work environment, and increases workers' desire for creativity, innovation, and progress, as well as raising their level of ambition. People who experience job satisfaction are more willing to develop their future career. Job satisfaction also contributes to life satisfaction, as the material and immaterial benefits provided by the job to the employees help to meet the demands of life. Job satisfaction is a constructive emotional domain derived from employees' personal opinions about their work (Hashim, 2020).

An increase in job satisfaction leads to an increase in productivity and reduces production costs. It contributes significantly to reducing absenteeism rates, strikes and complaints. The more the employee feels that the job has satisfied their material and non-material needs, the more their attachment to the organization increases. There are many factors on which management must focus in order to provide the conditions for employee job satisfaction. The most important are discussed below.

2.4 Wages and Salaries

A study by Shen and Jiang (2019) proposed that organizational strategies are positively related to employee sincerity toward the organization. Wages and salary are one of the most important ways to satisfy employees, and many studies have indicated a direct relationship between the level of income and job satisfaction. The higher the income level of individuals, the higher their satisfaction with work and vice versa.

The nature of the work, the responsibility, authority, and the degree of diversity in tasks is also important to the individual. Addressing these issues through job redesign has been found to lead to a rise in job satisfaction levels. This result is consistent with Herzberg's theory (1950) of drivers and their application to job enrichment.

Employees' sense of importance in an organization is directly related to their performance at work, and this is reflected in job satisfaction. Doris (2021) stated that feeling important can brighten a worker's day and empower them to give more of their best self if they focus on and give voice to their strengths. This is clearly a win-win situation for everyone.

Organizations that give individuals the opportunity to be promoted according to competence contribute to achieving job satisfaction, since the satisfaction of higher needs, such as development and growth, is of importance to highly qualified individuals. Research by da Costa and Loureiro (2019) found that when employees are happier at work, they tend to take part in the ownership of their organizations.

There is a relationship between management style and employee satisfaction, as the democratic leadership style leads to the development of positive feelings towards work and organization among working individuals, as they feel that they are the centre of management's attention. However, the reverse happens under an authoritarian and central leadership, as this method of management leads to crystallization of feelings of resentment and dissatisfaction.

Physical working conditions such as ventilation, lighting, humidity, heat and noise affect the degree of individual acceptance of the work environment and therefore good environmental conditions lead to higher employee satisfaction with the work environment.

Adams (2016) explained in the theory of justice that the employee first compares the rate of their earnings to their inputs i.e., skills, abilities, experiences, and level of education. They then compare this rate to that of their colleagues, and if they find that they have a lower rate of earnings to input compared to others, they tend to experience feelings of unfairness, resentment, and dissatisfaction.

Personality also plays a role in job satisfaction. Research has shown that people who have positive self-evaluations, and who believe in their inner values and core competence, are more satisfied with their jobs than those who have negative self-evaluations.

2.5 Organizational Commitment

Employee attitudes towards the organization in which they work determines their level of organizational commitment. This concept relates to the degree of engagement with the organization and employee interest in continuing with it (Choudhury & Dutta, 2019). This concept differs from that of job satisfaction, where employees may be satisfied with their work, but they may hate the organization and would rather do the same

work for nother company. The behaviour of individuals who have strong organizational commitment differs from other individuals and this is evident from the following.

People with strong organizational commitment become less likely to leave work or be absent, meaning that they are more stable at work. This is while noting that the large number of absences may be due not only to a lack of commitment, but to other reasons, including cultural background. To increase employee engagement, the organization must take serious measures to motivate employees by providing incentives, a clear work plan, a conducive work culture, organizational support, a better work environment, and support supervision (Shahid & Ahmad, 2020).

People with strong organizational commitment also become more willing to make sacrifices for the sake of the survival and continuation of the organization. Of course, the sacrifice is not necessarily of a high cost, but simple actions that confirm the strength of the individual's commitment to the organization may suffice. However, given the benefits mentioned above, it makes you think that the cost of obtaining regulatory commitment is justified. The commitment of the organization also has a significant impact on the job performance of employees. Engagement can increase or inhibit the willingness of employees to get work done, as it affects productivity and the quality of their work. However, the relationship between organizational commitment and job performance is more complicated than a direct relationship: it is influenced by job satisfaction. Therefore, organizations must increase employee engagement to promote job satisfaction and performance (Loan, 2020).

2.5.1 Types of Organizational Commitment

Experts differentiate between three types of organizational commitment:

Continuity Commitment: This concept refers to the strength of the employee's desire to continue working for a particular organization, which depends to some extent on how much they believe that leaving would be disadvantageous. The longer an individual has served an organization, the greater the loss of benefits that have accrued over time, such as pension plans, and the camaraderie of colleagues. Employees who are reluctant to give up such hard-won benefits and are said to have a high degree of loyalty continuity. Possible reasons for needing to stay with organizations vary, but the main ones relate to a lack of work alternatives as well as remuneration (Rogier van der Werf, 2020)

Emotional Commitment: This concept expresses the strength of the employee's desire to continue working in a particular organization because they agree with its goals and values and want to participate in achieving these goals. Sometimes organizations resort to making fundamental changes in their goals and values, and employees must then ask themselves if they are able to adapt to the new goals and values. If the answer is yes, then they continue with the organization, but if they find that it will be difficult for them to adapt, they will leave the organization. Employees who are effectively committed feel valued, act as ambassadors for their organization and are generally great assets (Rogier van der Werf, 2020).

Normative Commitment: This concept refers to employees feeling that they are committed to remaining in the organization due to pressure from others. Individuals with strong normative commitment worry about what others would say if they left. They do not want to leave a bad impression on colleagues because of leaving work, and feel it their moral obligation to stay, even if it is at the expense of their own happiness. Normatively committed employees feel that leaving their organization would have disastrous consequences, and harbour a sense of guilt about leaving (Rogier van der Werf, 2020).

2.5.2 Developing Organizational Commitment

There are many determinants of organizational commitment that are outside the control of management, giving it limited opportunity to strengthen commitment (Choudhury & Dutta, 2019). However, management can do a lot to strengthen emotional commitment by utilizing the concept of job enrichment. Job Enrichment: This is a type of job redesign initially derived from Herzberg's Motivation-Hygiene Theory (Carpini & Parker, 2016). Job enrichment with vertical job depth leads to employees becoming more responsible for their work and gives them more freedom of action, independence and more participation in making decisions affecting their work. This strengthens the organizational commitment of individuals. Companies and Employees Interest: The employees must feel that the benefits achieved by the company also benefit them because this feeling will strengthen their commitment to the organization. Some companies are trying to achieve this directly through incentive schemes, especially profit-sharing programs. Such plans and programs, if managed in a fair manner, will play an effective role in supporting organizational loyalty among individuals.

2.5.3 Values That Attract Employees and Selecting New Employees

The more an employee's values are compatible with those of the organization, the stronger their commitment

(especially the emotional commitment) to the organization. If the organization values hard work and quality of work, then these must be taken into account when selecting new employees so that those who meet these values are chosen.

3. Research Hypothesis and Research Framework

Fisher's HAW (happiness at work) model has been adopted and slightly modified. Figure 1 presents the framework used for this study. On the basis of this model three hypotheses were developed:

H_1: Employee engagement has a positive effect on happiness in the workplace.

H_2: Job satisfaction has a positive effect on happiness in the workplace.

H3: Organizational commitment has a positive effect on happiness in the workplace.
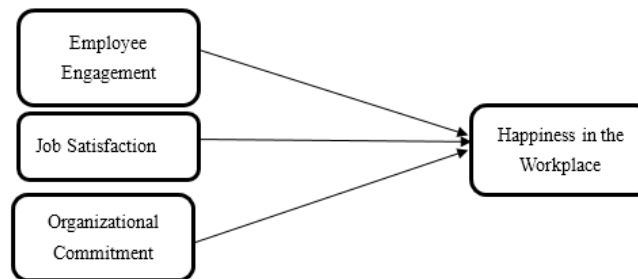

Figure 1. The modified Fisher's framework of happiness at work

4. Methods

4.1 Study Design and Setting

The present study is exploratory in nature and intends to measure the chosen variables. The variables selected for the study are engagement, job satisfaction and organizational commitment among the employees working in this government organization in Saudi.

4.2 Study Instrument and Sample

A questionnaire was prepared to collect data based on Fisher's Happiness at Work (HAW) model (Fisher, 2010). The questionnaire was reviewed by a panel of experts. The data was collected from employees working in different departments of the selected Saudi government organization, with the participants being selected using a simple random sampling approach. According to the Rao soft sample size calculator, gave the necessary sample size as 341, with a marginal error of 5% and at a 95% confidence level. The questionnaire was translated into Arabic and distributed electronically to approximately 3,000 employees. The researcher received 800 responses, of which 93 were excluded because they were incomplete. The total number of responses used for the study was 707. The response rate was calculated to be 23.5%.

4.3 Data Collection and Analysis

A validated Arabic questionnaire was used to collect data from the participants. The questionnaire was designed to gather enough data to measure the workplace happiness of employees working for a Saudi government organization. Fisher's HAW model (2010) was adopted and slightly modified. Using this model, we tested the hypotheses that happiness at work depends on the variables of employee engagement, job satisfaction, and organizational commitment. Written consent was obtained from the participants, who agreed to participate in the study after they were provided with a full explanation of the study's aims and procedures.

Statistical analyses of the data were performed using the Statistical Package for the Social Sciences (SPSS v.25.0). The demographic data was analyzed using a descriptive statistical approach, whereas the hypotheses were tested using correlation and regression analysis. The survey questionnaire was sent to 3,000 people and 707 responses were received. Most of the question responses were at the higher end of the scale, i.e., Strongly Agree and Agree. The response rate computed was as 23.5%.

The demographic analysis of the respondents (Appendix II) showed 94% male and 6% female respondents. Most of the participants belonged to the 26–35 years old age group (43%), and the majority of the respondents were Saudi nationals (89%), with only 11% non-Saudi. The participants mostly held a bachelor's degree (64%), and most of them had five or less than five years' working experience. The questionnaire was distributed among nine departments or divisions. The participants were mostly from the Support Service Division (21%) and 30% of the

respondents worked in administrative roles.

5. Results

The mean response values for each of the questions/statements asked are reproduced in Appendix I. Most of the mean values lay between 3.1 and 3.6; however, many statements had a higher value than 3.6, and some higher than 4. This means that majority of the respondents selected the response either Strongly Agree and Agree on a Likert scale of 5, where 5 is Strongly Agree and 1 is Strongly Disagree. In questions relating to job satisfaction, most of the respondents expressed a high level of satisfaction.

Table 1 presents the results of the framework variables' coefficient of correlation values. The results reveal a positive and significant correlation between Engagement and Job Satisfaction, i.e., 0.635. Similarly, the correlation between Engagement and Organizational Commitment was found to be 0.565, and between Engagement and Happiness it was 0.553, indicating that high employee engagement leads to greater job satisfaction, organizational commitment, and happiness. The correlation between Job Satisfaction and Organizational Commitment was also positive and significant at 0.504, and that between Job Satisfaction and Happiness was even better, at 0.518. The strongest correlation was between Organizational commitment and Happiness, at 0.732, reflecting a positive and strong correlation between these variables.

Table 1. Correlation analysis of the framework variables

	Engagement	*Job Satisfaction*	*Org Commitment*	*Happiness*
Engagement	1.000			
Job Satisfaction	0.635	1.000		
Org Commitment	0.565	0.504	1.000	
Happiness	0.553	0.518	0.732	1.000

Table 2 presents the results of the analysis of variance. Since the significance F value is less than the p-value (0.05), we can accept the hypothesis that happiness at work depends on employee engagement, job satisfaction, and organizational commitment. Table 3 shows the beta coefficient values for each of the independent variables with a negative Y-intercept value. The beta coefficient values for Engagement, Job Satisfaction, and Organizational Commitment were calculated to be 0.193, 0.177, and 0.729, respectively. The most affecting independent variable over Happiness is Organizational Commitment, which contributes about 73% to Happiness in the workplace. The t-significant value for each independent variable is also less than the p-value (0.05), and hence all the hypotheses are accepted.

Table 2. ANOVA (analysis of variance)

	df	*SS*	*MS*	*F*	*Significance F*
Regression	3	486.953	162.318	317.193	0.000
Residual	703	359.748	0.512		
Total	706	846.701			

A Linear Regression equation can be formed as follows:

Happiness = (0.420) + 0.193 Employee Engagement + 0.177 Job Satisfaction + 0.729 Org. Commitment + 0.715

Therefore, we can say that Employee Engagement contributes to Happiness at work by (19.3%), Job Satisfaction contributes by (17.7%), and Organizational Commitment by (72.9%) (Table 3).

Table 3. Regression coefficient analysis

	Coefficients	Standard Error	t Stat	P-value
Intercept	(0.420)	0.137	(3.056)	0.002
Engagement	0.193	0.050	3.895	0.000
Job Satisfaction	0.177	0.042	4.199	0.000
Org Commitment	0.729	0.038	19.210	0.000

Note. Happiness: Dependent Variable.

6. Discussion

This study explores three factors that affect happiness in the workplace: employee engagement, job satisfaction, and affective organizational commitment. on employee performance in government sector. Results of the study found that there is a positive impact on employee performance when there is happiness in the work environment. This finding is corporate with the finding by Bataineh (2019). In addition, the results of the current study reveal a positive and significant correlation between engagement and job satisfaction which is similar to the finding of Horvathova and Kashi (2019) study and they explained that by saying Job satisfaction is a positive feeling that the employee carries during the performance of their work.

Moreover, a positive correlation between engagement and organizational commitment has been found which is also stated in other studies like, Employee engagement affects almost every aspect of a business, including profitability and revenue (Ryba, 2021). The study indicates the impact of engagement on happiness in the work environment. Agustien and Soeling (2020), on the other hand, found that employee happiness did not have a direct effect on performance, but that performance improved in tandem with increased job motivation. In the current study, the correlation between job satisfaction and organizational commitment was shown to be positive and significant, which is also found in many studies such as Alt (2021) the happier your employees, the more successful your company is. Roy and Konwar (2020) maintain that happiness and satisfaction are two different but related ideas; building on this, we found that happiness and job satisfaction correlate with each other and that they do have a positive significant relationship. The highest correlation in our data, that between organizational commitment and happiness (0.732), indicates a substantial positive relationship between these two factors. The findings of the current study are also in line with research published on the Templafy website (2020), which found a solid link between workplace happiness and employee productivity, which is good for business.

Since the significance F value is less than the p-value (0.05), we can accept the hypothesis that happiness in the workplace depends on employee engagement, job satisfaction, and organizational commitment. In the light of Fisher's HAW model (2010), happiness depends on employees' job satisfaction, and this is an essential goal for any organization. Organizational commitment is the most important independent variable in determining happiness at work, accounting for around 73% of the total. Organizations should, therefore, take the initiative, for example, by offering flexible working hours, promotions, and rewards. Employers can enhance job inclusion by rewarding and promoting top performers, keeping employees informed about the company's performance and achievements, and providing regular feedback.

As a result, most of the findings of this study are in agree with the literature studies that were conducted in western cultures. Accordingly, it can be argued that happiness at work is universal and global construct that are a concern for employees in any organization. The concept of happiness has been widely debated in Western literature during many decades. However, it is still an important topic today in any culture (FitrianaI et al., 2022).

7. Conclusion

This study aimed to examine the impact of employee engagement, job satisfaction, and organizational commitment on happiness in the workplace using a modified version of Fisher's model of happiness at work (HAW). The literature review demonstrates that for many researchers, engagement, job satisfaction, and organizational commitment are three of the variables most likely to affect happiness at work.   The findings of this study show the existence of a strong positive relationship between these three variables on happiness in the workplace. The analysis revealed that all the variables correlate significantly and positively with each other. Regression analysis was used to test the hypotheses and confirms that all three hypotheses may be accepted. The main contributor to happiness at work was found to be organizational commitment. There is a positive correlation, which is significant because this result demonstrates the importance of Engagement, job satisfaction, and organization commitment on how much the employees are happy, leading to an increase in happiness at work. The study findings as a whole are consistent with the current trend of workers' preferences, whereby the

majority of employees strive to achieve better work-life balance by looking for work likely to yield job satisfaction, which will make them happier. Organizations should take the initiative by, for example, introducing flexible working hours, promotion opportunities, and prizes, among other incentives. Employers can encourage job inclusion by giving rewards and promotions to excellent employees, keeping employees informed of the organization's performance and accomplishments, and providing regular feedback (Horvathova & Kashi, 2019). The government sector should also create a platform for businesses to implement programmes where selected organizations share their approach as a form of guidance, as well as allowing employees or job seekers to inquire about the availability of work opportunities in any organization.

7.1 Limitations of the study

The data was to some extent constrained by being very context-specific, as it was gathered from participants in only one organization within the Saudi Arabian government sector, who were from only one city in Western Saudi Arabia. This narrow data pool limited the researcher's ability to generalize the findings. Because the sample size was limited and the majority of the respondents were men, the conclusions may differ depending on the proportion of male to female employees within that particular workplace. Other considerations, such as the fact that the majority of the participants were Saudi nationals, constitute a limitation of this study because the findings may have revealed a different picture if there were more non-Saudi participants.

7.2 Recommendation

Because of the limitations mentioned above, recommendations for future study design may include a larger sample, which would provide a more accurate representation of the target respondents while also enhancing the precision of the predicted results. Following that, it is suggested that further studies concentrate on workplaces where the working male population is larger than the female.

Within a specific area, the result could depend on the particular region or location as a whole. The image could be more polished if participants were selected from a number of different regions. Another recommendation for future research is to investigate other aspects of work, such as job dissatisfaction or work-life conflict, to determine the relationship with happiness. This may produce a more meaningful result and enhance research into work environment and employee satisfaction. The fourth recommendation is to focus on other demographic profiles, such as female employees, since there are fewer studies involving female employees and their job satisfaction. Many published studies focus largely on male employees, and a balance needs to be brought by looking at the experience of female employees, who contribute significantly to the market. Future research could also focus on the differences between government and private sector employees to provide more in-depth studies. There are also differences between industries in the nature of their business and types of work they offer, skilled and unskilled, which affects how much employees are likely to engage with tasks, commit to organizations and find job satisfaction. By looking at the question of happiness in the workplace from different angles, we can better understand the complex relationships between the different aspects of employees' working lives and their overall contentment, and we would then be better placed to generalize findings beyond a single country and sector.

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Appendix

Appendix I: Mean response value for each question of the framework

Framework Questions	Mean Value (N=707)
At my work, I feel bursting with energy.	3.32
I find the work that I do full of meaning and purpose.	3.98
Time flies when I am working.	3.76
At my job, I feel strong and vigorous.	3.41
I am enthusiastic about my job.	3.45
When I am working, I forget everything else around me.	3.28
My job inspires me.	3.35
When I get up in the morning, I feel like going to work.	3.15

I feel happy when I am working intensely.	3.29
I am proud of the work that I do.	4.10
I am immersed in my work.	3.79
I can continue working for very long periods at a time.	3.37
To me, my job is challenging.	3.63
I get carried away when I am working.	3.28
At my job, I am very resilient, mentally.	3.88
It is difficult to detach myself from my job.	3.17
At my work I always persevere, even when things do not go well.	3.76
How satisfied are you with the nature of the work you perform?	3.57
How satisfied are you with the person who supervises you?	3.71
How satisfied are you with your relationships with others in the Royal Commission with whom you work?	4.13
How satisfied are you with the pay you receive for your job?	2.89
How satisfied are you with the opportunities which exist in the RC for advancement?	2.31
Considering everything, how satisfied are you with your current job situation?	2.96
I would be very happy to spend the rest of my career with the RC.	3.41
I enjoy discussing the RC with people outside it.	3.30
I really feel as if the RC problems are my own.	3.45
I think that I could easily become as attached to another organization as I am to the RC.	3.25
I feel like part of the family at the RC.	3.33
I feel emotionally attached to the RC.	3.49
The RC has a great deal of personal meaning for me.	3.75
I feel a strong sense of belonging to the RC.	3.65

Appendix II: Demographic Analysis

Demographic Factor		Percentage
Gender	Female	6%
	Male	94%
Age Group	25 Less than	1%
	26 - 35	43%
	36-45	35%
	46-55	18%
	56 More than	2%
Nationality	Saudi	89%
	Non-Saudi	11%
Educational Level	Secondary and below	7%
	Diploma	10%
	Bachelor	64%
	Master	15%
	PhD	5%
Years of Experience	Less than 5	19%
	10-Jun	27%
	15-Nov	14%
	16-20	19%
	21-25	12%
	More than 26	9%
Participating Department/ Division	Education Division	19%
	Executive President at Yanbu Division	6%
	Financial Operation Department	5%
	Health Service Program	18%
	Human Resources Division	3%
	Operation & Maintenance Division	7%
	Strategic Planning & Investment Development Division	5%

	Support Services Division	21%
	Technical Affairs Division	17%
Job Type	Administrative	30%
	Educational	9%
	Engineering	16%
	Financial	6%
	Leadership	15%
	Medical	7%
	Security	6%
	Technical	6%
	Technician	4%

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