# Transformational Leadership and its Impact on Realizing Organizational Happiness

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**Abstract:** Organizational achievement is determined by several factors, particularly human resources. Human resources with high levels of happiness will certainly affect productivity and tasks performed. Since workers spend most of their day working in the organization, it is evident that the organizational environment will influence the emotional well-being of the workers. This study aims at Transformational leadership and its impact on achieving organizational happiness on a sample of workers at Islamic University, Najaf, Iraq, based on the descriptive analytical approach to achieving this goal. The results have proven that leaders who have the skills of listening and thinking about the career path of workers greatly affect the happiness of workers in the organization.

**Keywords:** Transformational leadership, organizational happiness, Islamic University, Najaf, Iraq.

## 1. Introduction

Happiness can be referred to as a general term that describes life in peace and happiness. As individuals who achieve their goals in life will experience the joys of happiness, thus achieving the desired satisfaction in life. Happiness is a subjective thing that humans need, yet the interpretation of each individual's happiness differs because it has different physical and mental effects on their lives. workers are important assets in ensuring that the organization continues to achieve its goals. workers who show great potential will have a clear impact on the success of the organization. However, organizations also need highly committed workers so that they can contribute positive impacts on overall organizational performance. In this context, organizations need to ensure that workers can remain loyal and continue to work in the organizations. At present, many organizations have witnessed rapid, complex, and intense competitive changes, which necessitate the presence of leaders and departments that can continue and deal with these enormous changes with great skill and professionalism. And that specialists in the field of management and leadership emphasize that the process of change always needs leadership capable of managing the process of change efficiently and that the main task of the leader of any organization is to achieve change by following the style of Transformational leadership. Transformational leadership seeks to focus on the work environment in general and stimulate inter-relationships between workers to prevent and develop their job performance to transform their work practices into the practices of leaders in each position, and in consolidating the concept of Transformational leadership, leaders in any organization become work facilitators and moral mediators in the system seeking To develop and change with confidence and optimism, while delegating the individuals around them to carry out their work at the highest level of morale and motivation. However, in most organizations today some leaders do not treat their workers appropriately. Some leaders are rude to their workers especially when they are not able to bring a more innovative perspective to their work. From a psychological point of view,

these workers will feel embarrassed and turn the event into a negative experience that may contribute to a decrease in work motivation, which ultimately leads to workers feeling dissatisfied with the organization. workers are unhappy at work when there is a gap in communication between them and their superiors, employers do not care about workforce development, workers ' ideas are ignored, and social welfare benefits for workers are lacking. And when employers don't appreciate what their workers have done. There are some principles that a leader should practice when dealing with workers such as being realistic, fair and considerate with empathy. Transformational leadership factors such as cooperation in management, structure, work system, decision-making authority, leadership credibility, and employer recognition can contribute to increasing pressure on the worker. Therefore, leaders need to ensure that every action taken in any situation in the organization, such as making decisions and giving directions, is carried out rationally and prudently. For this reason, this study was conducted to determine the leadership qualities that enable workers to feel happy while working in the organization.

## 2. Literature Review

### 2.1. *Transformational leadership*

The concept of Transformational leadership emerged by (Burns, 1978), who is considered the founder of this type of leadership, which was later developed by the American (Bass,1985), where basic work was to present the concepts of Transformational leadership and transactions. While transformational leaders raise the morale, motivation, and ethics of their followers, transactional leaders cater to the direct self-interest of their followers (Hilton et al.,2023:3). Changes in the marketplace and workforce over the past two decades have created the need for leaders to become more transformative and less transactional if they are to remain effective (Madi Odeh et al.,2023:443). Leaders were encouraged to empower their followers by developing them into highly engaged individuals and teams focused on quality, service, cost-effectiveness, and output quantity (Al-Hadrawi&Al-Zurfi,2022:19). The end of the Cold War has put a premium on the flexibility of workers, teams and organizations. Low-skill jobs that were automated ceased to exist and were exported to the Third World (O'Reilly & Chatman,2020:7). Responsibility shifted down the organizational hierarchy, and teams of educated professionals became increasingly common, professionals seeing themselves as colleagues rather than in superior-subordinate relationships. Transformational leadership, which promotes autonomy and challenging work, has become increasingly important to followers' job satisfaction. The concept of job security and loyalty to the organization throughout his career was disappearing (Juyumaya &Torres, 2023:36). Fixed wages, guaranteed benefits, and employment for life are no longer a guarantee of meritorious performance. At the same time, transactional leadership alone cannot provide job satisfaction. And forty years ago in the United States, parents believed it was more important to teach their children to respect authority, to respect the church, to respect government, and to avoid questioning authority. Parents today believe that it is more important to teach their children to accept responsibility for their actions, to be willing and confident to accept challenges, and to question authority when necessary (Huang,2023). and in the 1990s, the indisputable standards of conformity of the 1950s were replaced by a lot of skepticism and cynicism. In the fifties of the last century (Noori et al.,2023:6), exceeding the self-interests of the individual for the benefit of the organization was one of the criteria for the organizational factor. That is, there was a general and expressive acceptance of organizational goals, perhaps full of private reservations. There may have been a lot of clear definitions of the goals of the organization and even an understanding of the organization's beliefs. In today's more pessimistic world, transcending the individual's self-interests for the sake of the organization requires harmonizing the interests and values of individual members with the interests and values of the organization (Yousef & Baqer,2015), and trust in leadership is required to deal with the organization and absorb its values and the emergence of transcendent organizational citizenship behavior in the workforce (Altruism, conscientiousness, sportsmanship, courtesy, and civic virtues (Bakker et al.,2022) and for this there is a need for Transformational leadership along with corresponding changes in selection, training, development, and organizational policies (Podsakoff et al.,1990:112). identified (Rafferty & Griffin, 2004: 331) five dimensions of transformational leadership (see Figure1):

*Vision*: identifies Vision as an important leadership dimension encompassed by the most general construct of personality. (Bass,1985) has argued that the most general and important component of transformational leadership is Vision. Empirical findings support this construct with analysis results indicating that Vision is closely related to measures of effectiveness such as satisfaction. On the leader (Mach et al.,2022:664). The authors have been critical of the way Vision has been defined, with (Beyer,1999:310) arguing that the essential components of Vision have been grossly underestimated or ignored.

**Figure 1.** Dimensions of Transformational Leadership

*Inspirational communication:* Although Inspirational communication has been identified as an important component of transformational leadership, this dimension has been defined differently (Barbuto,1997). stated (Bass,1985) that transformational leaders use inspirational appeals and emotional conversations to motivate workers to transcend self-interest for the benefit of the team. At a later date (Purwanto,2022) stated that both Vision and Inspirational communication are displayed when the leader envisions a desirable future and shows how Accessible, sets a good role model, sets high standards for performance, and demonstrates determination and confidence.

*Supportive leadership*: One factor that distinguishes Transformational leadership from other new leadership theories is the inclusion of individual considerations. Individual consideration occurs when the leader has a developmental orientation towards workers, offers individual attention to followers, and responds appropriately to their personal needs (Begum et al.,2022:582). More recently, discussions of individual considerations have focused on one element of this constructive supportive leadership. For example stated (Avolio & Bass,1995:202) that "the leader displays more frequent individual attention by showing general support for the efforts of the workers." (Leithwood&Jantzi,2005:33) the field of Transformational leadership also focused on supportive leadership rather than the broader construction of individual interest.

*Intellectual stimulation*: The most underdeveloped component of Transformational leadership is Intellectual stimulation (Lowe et al.,1996:387). This leadership factor includes behaviors that increase workers' interest in and awareness of problems, and that develop their ability and inclination to think about problems in new ways (Farrukh et al.,2022). The effects of Intellectual stimulation appear in increasing the ability of workers to visualize, understand and analyze problems, and in improving the quality of the solutions they generate, while this leadership factor has not been the subject of extensive research. This construct includes a set of behaviors that are more focused and internally coherent than the other sub-dimensions of transformational leadership (Tosun et al.,2022).

*Personal recognition*: The fifth dimension is based on a body of research that found a strong link between transactional leadership and the sub-dimensions of transformational leadership. Transactional leadership includes contingent bonuses and is managed separately. The contingent reward includes rewarding workers for achieving specific performance levels (Asbari et al., 2020:13). It has been suggested (Siangchokyoo et al.,2020) that praise for a job well done, recommendations for salary increases and promotions, and praise for excellent effort are all examples of contingent reward behaviors.

## 2.2. Organizational Happiness

The perspective and concept of happiness differ from one individual to another, but it is a general feeling that individuals feel and share, meaning that it is available in the hands of everyone. Its temporal phases, conditions and conditions. The first empirical studies of happiness began to appear in the year (Watson,1930:2), and happiness is referred to in psychology as a state of psychological and emotional well-being experienced by the individual (Veenhoven,2011:2). Plato believes that happiness is the virtues of morals and the soul, such as wisdom, courage, justice, and chastity. It is viewed as a theoretical reflection (Charles,2017:105). Aristotle adds that it is a gift from God and divided it into five (physical health, money, achieving goals, practical successes, safety Reason and belief, good reputation and good conduct among individuals (Bisong & Ekanem,2014:110).

The pre-work period is considered a very critical and important period in the development of individuals, as this period refers to the years of learning, acquisition of basic knowledge, skills, habits, and socialization processes of working individuals (Nasser & Al-Hadrawi, 2023:140). The influence and role of early learning on the lives of individuals working in various environments all over the world are increasing (Schady et al.,2006:2) and specialists lay the foundations for organizational happiness to have a positive impact in the future, as The leader's job is to help remove friction and harassment by listening to their experiences, recognizing their achievements, and helping them deal with difficulties and frustrations, which leads to better performance in the work environment (Adhyke et al.,2023:5). Organizational happiness is the most important factor influencing the psyche and behavior of working individuals (Hernández et al., 2020:429), and the best explanation for it is the achievement of the life plan. To indicate that, the mental health of working individuals should be dealt with according to the constantly changing and evolving mental, physical, and social competencies, critical periods, and environmental factors in these critical periods, as the individual constitutes the first and basic building block that constitutes the organization (Silva et al.,2020:12). According to the theory of social identity, when working individuals feel that the leader may become a self-referential or self-defining, Transformational leadership has a significant impact on the worker's self-identification (Al-Hadrawi et al.,2022:441). Giving courage to workers to interact with leaders is a result of transformational interactions that add to the definition of relationships (Liang et al.,2017), and Transformational leadership tends to encourage workers to make constructive suggestions, and it is known that leaders form identities of their followers to influence their behavior and greatly influence their The self-concept of subordinates. Thus, they influence their voice, behavior, and other social processes (Shen et al.,2019:4). Organizational happiness refers to the basic behaviors and feelings perceived by individuals working in the work environment, which is considered a positive and specific indicator, a vector of direction and outputs for their development, common sense for workers, satisfaction with their work based on pleasure with those around them and perceived desire (Ozen,2018:126), as it provides a strong interaction of Where the ability to look at life positively. Happiness is such an important value that some organizations promote gross national happiness (Veenhoven,2001:14). Bass' theory indicates that the strongest influences of leaders on followers occur as a result of transformational leadership (i.e. inspiring, developmental, and grounding style of leadership). on values, and intellectually stimulating). Transformational leaders are the main driver in the work environment, and organizations must focus on Transformational leadership in particular for two reasons to thrive on the one hand, and to stimulate and enhance the happiness of individuals working in the work environment on the other hand (Arthur et al.,2017:11). And through the capabilities, skills and behaviors possessed by transformational leaders that facilitate and create a positive work environment. That is, working individuals like to work with individuals who are in harmony and care about their happiness and create what psychologists call a positive resonance, where good feelings accumulate on each other and bounce in the form of waves, which leads to an increase in Gardner et al.,2010:6). Where studies indicate that individuals are happier and more productive when they work with those they love to work with, and they make them happy, which leads them to more creativity in their work through the strategic plans drawn by the leaders.

The Scottish philosopher (Bentham) stated that the highest principle of organizational ethics is the maximization of happiness (Bentham,1789:3). The happiness of organizations depends on the satisfaction of working individuals and consumers, and motivating them by providing them with the best products and services that achieve their organizational happiness. (Ataíde et al.,2023) showed that individuals are happier in organizations whose activity is developed within a knowledge-intensive context, and according to the theory of self-determination there is a positive relationship between individuals who work in higher education institutions and their job satisfaction (Kuwaiti, 2020:12), identified (Silva Munar et al.,2020) dimensions of organizational happiness (see Figure 2):

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**Figure 2.** Dimensions of Organizational Happiness

***Positive emotions*:** Positive emotions have attracted increasing scientific attention in the past decade as they have been studied as markers of individual well-being or happiness in general (Cohn,2009:2). Positive emotions are the feelings that we usually find pleasure in experiencing, and they represent pleasant circumstantial responses that are distinct from the enjoyable feeling and positive influence (Kahneman,2004:10). This results in the long-term effects of frequent positive emotions that build resources that make lasting contributions to the survival, health, and happiness of individuals. Positive emotions cause a pleasant feeling and may include physiological changes such as receiving good news or interest in a new idea (Berridge & Robinson,2003:9).

***Meaning :***The meaning of happiness refers to the degree to which the individual judges the overall quality of his life as a whole in a positive way. In other words, how much the individual loves the life he lives, and the main goal that most individuals seek for a happy life. Many policymakers aim for greater happiness for more people (Veenhoven,2005:10). This pursuit of happiness calls for an understanding of the terms of happiness. For this reason, the topic has received a lot of attention from researchers and is often used interchangeably with terms such as well-being or quality of life (Veenhoven,2000:1).

***Reliable relationships:*** Trust is a fiduciary relationship between two parties and an important element and influential expression of the importance of relationships in human psychology under the pretext that all humans have a basic need for belonging, which was formed by natural selection throughout human evolution (Reis,2001:57) and with emphasis However, this need leads individuals to form relationships and resist their dissolution. and with concomitant beneficial effects on adaptation and well-being, defined as a perceived response related to a particular object that reflects key aspects of an individual's basic psychological self (Walen&Lachman,2000:17).

***Engagement:*** Creating an engaged workforce is now a high priority for many organizations in both the private and public sectors (Tripathy&Vidyapeeth,2019:5). Many employers feel that engaged workers outperform others by showing an increased interest in their work and willingness to advance their organization (Childs & Stoeber,2010:2). Where (Al-Hadrawi&Jawad,2022) showed that employees see their work as more meaningful and satisfying, and engagement is the extent to which employees put discretionary effort into their work beyond the minimum amount of task completion in the form of additional time, mental strength, or energy.

***Achievement and recognition:*** In the work environment, the individual realizes the possibility of feeling satisfied with himself and his work, which leads to a sense of accomplishment through what the leaders offer of praise and praise for the accomplishment of their work, and there is no reward system of any kind that can overcome the positive effects and the feeling of happiness for personal growth and achievement (Healy & Meagher,2004:3). Transformational leaders can create and maintain the work environment necessary to achieve this. Leaders need to be willing to take risks. The

individual needs to be part of something and stick to it and at the same time be masculine. Compatible with a winning team and being a star in itself (Williamson,1999:8).

***Professional and personal development:*** It is a way for individuals to assess their current skills and abilities, consider their goals in life and work, and set goals in line with these goals to achieve and maximize their true potential while they are different things. Personal development focuses on one's personal life and professional development focuses on one's professionalism. Personal development can help an individual thrive professionally and enhance his professional life prospects. Because it gives the individual many desirable skills such as better time management, self-discipline, self-motivation, and an overall improved mindset. (Al-Hadrawi&Jawad,2022), Professional development can give individuals the skills and experience they need to take on more senior tasks and duties. Sometimes the experience is sufficient to enhance their confidence and encourage them to progress in their professional lives(Kustiawan et al.,2022:575), and through the above, the study hypotheses can be formulated as follows:

*H1: There is a statistically significant positive impact relationship between vision and organizational happiness at Islamic University, Najaf, Iraq.*

*H2:There is a statistically significant positive impact relationship between Inspirational communication and organizational happiness at Islamic University, Najaf, Iraq.*

*H3: There is a positive statistically significant impact relationship between Supportive leadership and organizational happiness at Islamic University, Najaf, Iraq.*

*H4: There is a statistically significant positive impact relationship between Intellectual stimulation and organizational happiness at Islamic University, Najaf, Iraq.*

*H5:There is a statistically significant positive impact relationship between Personal recognition and organizational happiness at Islamic University, Najaf, Iraq. Through the previous hypotheses, the hypothetical scheme of the study can be formulated as follows:*



**Figure 3.** Research Model

## 3. Data and Method

Through an opinion poll conducted on a group of employees at the Islamic University, Najaf, Iraq. Using a questionnaire to collect the data of the research sample, which is (127) out of the total number of the study sample, which is (136), it was found that there are (5) questionnaires excluded because they do not contain complete data. On the other hand, a test was conducted to calculate the abnormal data (OUTLIER), and through the apparent results, it became clear that there are (3) extreme and anomalous data, and they were excluded from the study sample so that the final size of the study population was (119), an acceptable questionnaire for the statistical analysis process, with a rate of (93%). The

statistical analysis was carried out using the (SMARTPLS3) program, and several statistical tests were used. The first part of the questionnaire included the personal information of the sample, such as (age group, gender, academic achievement, and years of experience).

The second part was devoted to measuring the transformational leadership variable, where a scale developed by (Rafferty et al., 2004) was adopted, consisting of (15) items distributed over five dimensions: Vision (3) items, Inspirational communication (3) items, and Supportive leadership (3) items, Intellectual stimulation (3) items, and Personal recognition (3) items. Note that the scale was developed based on work requirements and the different environmental conditions that surround the organizations under study. The five-point Likert scale was also used to measure the statements. His answers are: (Totally agree, agree, neutral, disagree, totally disagree).

The third part was also concerned with measuring the variable of organizational happiness, and it was based on a scale developed by (Silva et al., 2020). It consists of (35) items distributed on six dimensions, namely: Positive emotions (5) items, Meaning (5) items, Reliable relationships (9) items, Engagement (4) items, Achievement, and recognition (5) items, And professional and personal development (7) paragraphs. To measure these statements, the five-point Likert scale was relied upon and identified with five answers: (completely agree, agree, neutral, disagree, and disagree). None of the vertebrae in both variables was excluded to achieve high reliability, and these vertebrae were not abnormal based on the Outlier data test (Hair et al., 2021).

**Factorial analysis and model building**: By calculating confirmatory factor analysis and building models, work is done to achieve the validity of concepts and to know the extent of the internal consistency of the scale items.



**Figure 4.** A model of the relationship of the impact of the transformational leadership variable on organizational happiness

**Transformational leadership and organizational happiness variable model:** By observing the results in Table (1) and Figure (4), the data of the Transformational leadership and organizational happiness variable indicate that it has achieved acceptance for saturation values greater than (0.70) and has a good and acceptable moral value at (0.50), (Musyaffi et al. al., 2022) and through the above results, the data achieved the required structural validity.

**Testing the stability of the scale:** With the multiplicity of methods and methods for testing the stability of the scale, the most commonly used and most reliable method remains to measure the extent of the internal consistency of the paragraphs of the used study scale, based on the Cronbach Alpha coefficient, by reviewing the apparent results in the analysis process, as in Table (1). Figure (5). It is noted that all paragraphs of the scale record stability values greater than (0.70), and these values are considered excellent as they indicate a convergence between the scales and that the scale is characterized by stability.

**Table 1.** Stability coefficient

| Constructs | items | loading | alpha | AVE | CR |
|---|---|---|---|---|---|
| Vision | Visi1 | 0.723 | 0.862 | 0.562 | 0.846 |
| | Visi2 | 0.987 | | | |
| | Visi3 | 0.754 | | | |
| Inspirational Communication | Inscom1 | 0.738 | 0.787 | 0.673 | 0.958 |
| | Inscom2 | 0.819 | | | |
| | Inscom3 | 0.761 | | | |
| Supportive Leadership | Suplea1 | 0.872 | 0.859 | 0.649 | 0.938 |
| | Suplea2 | 0.791 | | | |
| | Suplea3 | 0.829 | | | |
| Intellectual Stimulation | Intsti1 | 0.738 | 0.816 | 0.541 | 0.868 |
| | Intsti2 | 0.712 | | | |
| | Intsti3 | 0.958 | | | |
| Personal Recognition | Perrec1 | 0.788 | 0.879 | 0.764 | 0.846 |
| | Perrec2 | 0.719 | | | |
| | Perrec3 | 0.736 | | | |
| Positive Emotions | Posemo1 | 0.918 | 0.804 | 0.72 | 0.954 |
| | Posemo2 | 0.751 | | | |
| | Posemo3 | 0.741 | | | |
| | Posemo4 | 0.912 | | | |
| | Posemo5 | 0.718 | | | |
| Meaning | Mea1 | 0.796 | 0.852 | 0.751 | 0.914 |
| | Mea2 | 0.751 | | | |
| | Mea3 | 0.938 | | | |
| | Mea4 | 0.798 | | | |
| | Mea5 | 0.815 | | | |
| Reliable Relationships | Relrel1 | 0.972 | 0.862 | 0.722 | 0.953 |
| | Relrel2 | 0.761 | | | |
| | Relrel3 | 0.851 | | | |
| | Relrel4 | 0.862 | | | |
| | Relrel5 | 0.759 | | | |
| | Relrel6 | 0.764 | | | |
| | Relrel7 | 0.979 | | | |
| | Relrel8 | 0.879 | | | |
| | Relrel9 | 0.811 | | | |
| Engagement | Eng1 | 0.788 | 0.831 | 0.647 | 0.839 |
| | Eng2 | 0.813 | | | |
| | Eng3 | 0.731 | | | |
| | Eng4 | 0.798 | | | |
| Achievement And Recognition | Acharec1 | 0.721 | 0.872 | 0.543 | 0.817 |
| | Acharec2 | 0.743 | | | |
| | Acharec3 | 0.749 | | | |
| | Acharec4 | 0.781 | | | |
| | Acharec5 | 0.772 | | | |
| Professional And Personal Development | Proaper1 | 0.748 | 0.827 | 0.428 | 0.945 |
| | Proaper2 | 0.764 | | | |
| | Proaper3 | 0.786 | | | |
| | Proaper4 | 0.759 | | | |
| | Proaper5 | 0.717 | | | |
| | Proaper6 | 0.768 | | | |
| | Proaper7 | 0.759 | | | |

From figure 5, we notice a positive and direct correlation between the measures of the same structure. Also, the scales recorded values greater than (0.70) when calculating the Composite Reliability (CR), and these results, if they indicate anything, indicate the high reliability found in the study (Musyaffi et al.,2022). As the external loads that the scale can bear were calculated in the study, which is called (Index Reliability) (AVE), and as noted in Table (1), almost all results are much greater than the value (0.50), and therefore it is noted that all scales have high reliability. Some of the few measures that achieved a reliability ratio of less than (0.50) were also excluded as anomalous data.
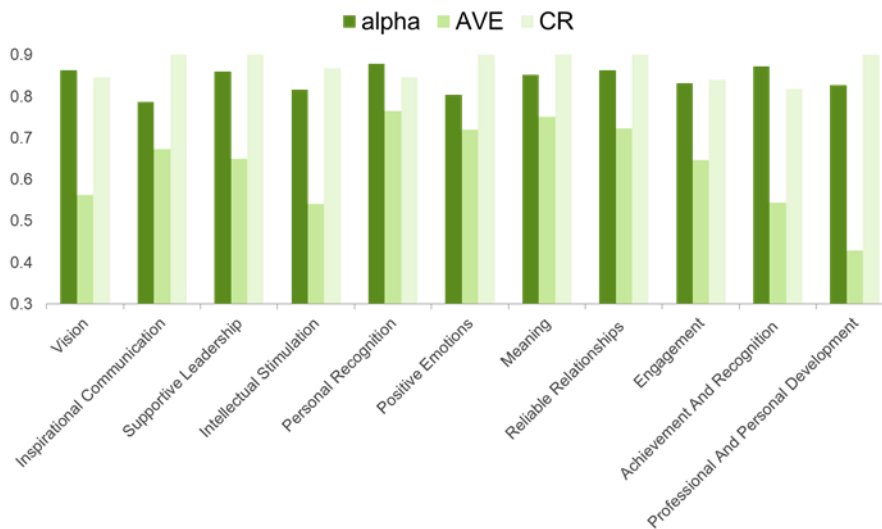
**Figure 5.** Measurable Model-Convergent Validity Outputs

**Abnormal data test:** To identify and know the anomalous data in the study, we tested (Outlier) to identify the anomalous data and remove them because they are not suitable for statistical analysis, as the tests showed that there are (30%) of the abnormal data of Transformational leadership, so they were excluded. Likewise, (20%) of the organizational happiness data was deleted, which is also anomalous data that was excluded.



**Figure 6.** Test anomalous data

**The differential validity of the measurement model:** to ensure that the indicators that measure a latent variable do not measure another latent variable by evaluating the differential validity. (Henseler et al.,2015). Table (2) presents the results of evaluating the Larcker-Fornell criterion. Through the apparent results, we note that all the latent criteria used in the study achieved higher values than the correlations of these combinations with other variables used in the study, which indicates that all combinations used in the study are usable.

**Table 2.** Latent Variable Correlations

|        | Visi  | Inscom | Suplea | Intsti | Perrec | Posemo | Mea   | Relrel | Eng   | Acharec | Proaper |
|--------|-------|--------|--------|--------|--------|--------|-------|--------|-------|---------|---------|
| Visi   | **0.894** |    |        |        |        |        |       |        |       |         |         |
| Inscom | 0.053 | **0.874** |     |        |        |        |       |        |       |         |         |
| Suplea | 0.295 | 0.176  | **0.871** |   |        |        |       |        |       |         |         |
| Intsti | 0.386 | 0.183  | 0.192  | **0.879** |   |        |       |        |       |         |         |
| Perrec | 0.052 | 0.171  | 0.261  | 0.183  | **0.841** |   |       |        |       |         |         |
| Posemo | 0.294 | 0.152  | 0.383  | 0.051  | 0.196  | **0.752** |  |        |       |         |         |
| Mea    | 0.164 | 0.159  | 0.042  | 0.076  | 0.163  | 0.321  | **0.811** |  |       |         |         |
| Relrel | 0.282 | 0.148  | 0.137  | 0.152  | 0.137  | 0.032  | 0.115 | **0.794** |   |         |         |
| Eng    | 0.234 | 0.122  | 0.104  | 0.326  | 0.097  | 0.128  | 0.295 | 0.184  | **0.845** |  |         |
| Acharec| 0.228 | 0.136  | 0.071  | 0.046  | 0.064  | 0.035  | 0.102 | 0.205  | 0.073 | **0.742** |   |
| Proaper| 0.324 | 0.254  | 0.184  | 0.114  | 0.044  | 0.105  | 0.302 | 0.104  | 0.004 | 0.193   | **0.883** |

**Cross Loading:** To find out the extent of proportionality between the measures in the model, as well as to know the possibility of an overlap between the variables with each other, and by observing the data resulting from the analysis process, the data indicates that there is no overlap between the variables, as all values are higher than (0.70) compared to Same and less than (0.70) or negative values compared to other measures in the model, and this indicates that the overlap between the variables is very weak or does not exist at all (Musyaffi et al.,2022).

## 4. Results

This paragraph includes testing the influence relationships between the variables, and the researchers adopted the linear regression method to determine the relationship between the variables and test their significance, as follows:

**Test H1:** Through the apparent results of the analysis process, it was found that there is an influential relationship between the variable of vision and organizational happiness. It reached (T) statistics (2.492), and the value of the slope of the regression that reflects the effective ability of beta amounted to (0.276), and the significance of the relationship was achieved according to For the value of the (F) statistic, which amounted to (0.195), which is the highest value of the tabular values, and the value of (R2), which amounted to (0.286). And that these above values indicate that the variable (Visi) explains 25% of the organizational happiness variable, which is a value that is considered average because it is less than 50%. To find out the predictive suitability of the variables under study and research, we look at the value of (Q2), which amounted to (0.149), and this indicates that the variables (vision, organizational happiness) together have predictive suitability for the dependent variable, and this makes the intermediate variable able to predict the dependent variable under study. This indicates the clear relationship between the variable of vision and organizational happiness, and from here we infer that the hypothesis has been verified.

**Table 3.** Path Coefficient of Research Hypothesises.

| hypo | Relationship | Original sample (o) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values | 2.50% | 97.50% | VIF | F^2 | R^2 | Q^2 |
|------|-------------|--------------------|----------------|---------------------------|--------------------------|----------|-------|--------|-----|------|------|------|
| H1 | Visi-> org-happ | 0.276 | 0.324 | 0.184 | 2.492 | 0.002 | 0.043 | 0.549 | 1.083 | 0.195 | 0.286 | 0.149 |
| H2 | Inscom-> org-happ | 0.371 | 0.284 | 0.192 | 1.329 | 0.005 | -0.018 | 0.591 | 1.082 | 0.187 | | |
| H3 | Suplea-> org-happ | 0.258 | 0.395 | 0.153 | 1.218 | 0.022 | -0.093 | 0.438 | 1.051 | 0.094 | | |
| H4 | Intsti-> org-happ | 0.251 | 0.291 | 0.102 | 1.492 | 0.032 | 0.016 | 0.471 | 1.091 | 0.038 | | |
| H5 | Perrec-> org-happ | 0.326 | 0.351 | 0.171 | 1.329 | 0.018 | 0.197 | 0.511 | 1.042 | 0.079 | | |

**Test H2:** The data resulting from the analysis process indicate that there is a significant positive relationship between the variables (inspirational communication) and (organizational happiness), as it is noted from reading the value of T statistics, which amounted to (1.329). The value of the regression slope, which reflects the beta effect, amounted to (0.284), and the significant relationship is strong, as indicated by the value of the (F) statistic, which amounted to (0.187). From the above data, we notice that the relationship is clear between the two variables (inspirational communication) and (organizational happiness), and from here we infer that the hypothesis has been verified.

**Test H3:** The data resulting from the analysis process indicate that there is a significant positive relationship between the variables (Supportive Leadership) and (organizational happiness), as it is noted from reading the value of T statistics, which amounted to (1.218). The value of the regression slope, which reflects the beta effect, amounted to (0.258), and the significant relationship is strong, as indicated by the value of the (F) statistic, which amounted to (0.094). From the above data, we notice that the relationship is clear between the two variables (Supportive Leadership) and (organizational happiness), and from here we infer that the hypothesis has been verified.

**Test H4:** The data resulting from the analysis process indicate that there is a significant positive relationship between the variables (Intellectual Stimulation) and (organizational happiness), as it is noted from reading the value of T statistics, which amounted to (1.492). The value of the regression slope, which reflects the beta effect, amounted to (0.251), and the significant relationship is strong, as indicated by the value of the (F) statistic, which amounted to (0.038). From the above data, we notice that the relationship is clear between the two variables (intellectual stimulation) and (organizational happiness), and from here we infer that the hypothesis has been verified.

**Test H5:** The data resulting from the analysis process indicate that there is a positive significant effect relationship between the variables (personal recognition) and (organizational happiness), as it is noted from reading the value of T statistics, which amounted to (1.329). The value of the regression slope, which reflects the beta effect, amounted to

(0.326), and the significant relationship is strong, as indicated by the value of the (F) statistic, which amounted to (0.079). From the above data, we notice that the relationship is clear between the variables (personal recognition) and (organizational happiness), and from here we infer that the hypothesis has been verified.

## 5. Conclusion and Discussion

Work is one of the factors that workers achieve happiness in life. It is a platform that develops their potential, thus gaining appreciation in life. It can therefore be said that along with organizations, workers also have their own professional goals which should be achieved to achieve their goals in life. Indirectly, workers who achieve their goals in life will be happy, and this will improve their self-esteem. In any organization, the leader plays an important role in determining the happiness of the employees. Besides ensuring that the organizational environment can influence the happiness level of workers, a leader also needs to create leadership qualities that contribute to the happiness of workers at work. It is therefore essential to emphasize respect and concern for their well-being so that they feel part of the organization. Therefore, workers are more comfortable and happier at work. As a result, not only are they able to improve their job performance, but the organization will also be more productive. This is what has been proven in this study. Through the results, we notice that there is an influential relationship between the variable of vision and organizational happiness. This indicates that the variable Vision has a predictive fit for organizational happiness, which makes the independent variable able to predict the dependent variable under study. This indicates the clear relationship between the vision variable and organizational happiness. The results also indicate that there is a significant positive impact relationship between the variables of Inspirational Communication and organizational happiness, as emotional conversations and inspirational appeals have a positive impact on achieving the happiness of workers within the organization. Through the results of the analysis, we notice that there is a significant positive impact relationship between the variables of Supportive Leadership and organizational happiness, and this indicates that the leader enjoys a developmental orientation towards the workers and responds immediately to their personal needs, to achieve their happiness within the organization. Also, by observing the results, it was found that there is a significant positive impact relationship between the variables of Intellectual Stimulation and organizational happiness, where organizational happiness is achieved through developing the capabilities of workers and increasing their tendency to think about problems in new ways to improve the quality of the solutions, they generate to solve these problems. Thus, achieving organizational happiness within the organization. The results also indicate that there is a significant positive effect relationship between the variables of Personal Recognition and organizational happiness. This indicates that the emergency reward, salary increases, promotions and praise for the excellent effort of the workers are all factors that achieve organizational happiness within the organization.

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