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RESEARCH ARTICLE / ARAŞTIRMA MAKALESİ

THE EFFECT OF POWER DISTANCE AND WORKPLACE HAPPINESS ON JOB PERFORMANCE: A STUDY ON BANK EMPLOYEES

GÜÇ MESAFESİNİN VE İŞYERİ MUTLULUĞUNUN İŞ PERFORMANSI ÜZERİNDEKİ ETKİSİ: BANKA ÇALIŞANLARI ÜZERİNDE BİR ARAŞTIRMA

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Abstract

This study aims to examine the effects of power distance perception and happiness at work on job performance in the universe of bank employees on the European Side of Istanbul. The study was conducted with a questionnaire method for 256 bank employees in the European Side of Istanbul. Power distance perception, happiness at work and job performance variables were analysed by correlation, stepwise regression and multiple regression analyses using SPSS 21.0 software. As a result of correlation analyses, it was revealed that power distance perception has negative and significant relationships with happiness at work and job performance. In environments where power distance is high, employees' happiness at work and job performance are low. In addition, a positive relationship was found between happiness at work and job performance, and it was observed that when happiness at work increases, job performance also increases, and it was determined that happiness at work eliminates the negative effects of power distance. According to the stepwise regression analysis, the effect of power distance perception on job performance was found significant. When the happiness at work variable was added, the explanatory power of the model increased to 46% and 17% of the variance in job performance was explained. As happiness at work increased, the negative effect of power distance disappeared and both power distance and happiness at work showed positive effects on job performance. It is recommended that managers should encourage low power distance perception and develop strategies to increase employee happiness. This will contribute to employees to work more efficiently and increase overall job performance.

Keywords: Power Distance, Happiness at Work, Job Performance, Bank Employees

JEL Codes: J28, M12, D23, M54.

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Özet

Bu araştırma, İstanbul Avrupa Yakası'ndaki banka çalışanları evreninde güç mesafesi algısının ve işyerinde mutluluğun iş performansı üzerindeki etkilerini incelemeyi amaçlamaktadır. Çalışma, İstanbul Avrupa Yakası'ndaki banka çalışanlarına yönelik anket yöntemiyle 256 banka çalışanına yapılmıştır. Güç mesafesi algısı, işyerinde mutluluk ve iş performansı değişkenleri SPSS 21.0 yazılımında analiz edilen veriler, korelasyon, aşamalı regresyon ve çoklu regresyon analizleri ile incelenmiştir. Korelasyon analizleri sonucunda, güç mesafesi algısının işyerinde mutluluk ve iş performansı ile negatif yönlü ve anlamlı ilişkiler taşıdığını ortaya koymuştur. Güç mesafesinin yüksek olduğu ortamlarda, çalışanların işyerinde mutluluk ve iş performansı düşük olmaktadır. Ayrıca, işyerinde mutluluk ile iş performansı arasında pozitif yönlü bir ilişki bulunmuş, işyerinde mutluluğun arttığı durumlarda iş performansının da yükseldiği gözlemlenmiş olup, işyerinde mutluluğun güç mesafesinin olumsuz etkilerini ortadan kaldırdığı tespit edilmiştir. Aşamalı regresyon analizine göre, güç mesafesi algısının iş performansı üzerindeki etkisi anlamlı bulunmuştur. İşyerinde mutluluk değişkeni eklendiğinde, modelin açıklayıcılığı %46'ya yükselmiş ve iş performansındaki varyansın %17'si açıklanmıştır. İşyerinde mutluluk arttıkça, güç mesafesinin olumsuz etkisi ortadan kalkmıştır ve hem güç mesafesi hem de işyerinde mutluluk iş performansı üzerinde pozitif etkiler göstermiştir. Yönetimlerin, düşük güç mesafesi algısını teşvik etmeleri ve çalışan mutluluğunu artıracak stratejiler geliştirmeleri önerilmektedir. Bu durum, çalışanların daha verimli çalışmasına ve genel iş performansının artmasına katkı sağlayacaktır.

Anahtar Kelimeler: Güç Mesafesi, İşyerinde Mutluluk, İş Performansı, Banka Çalışanları

JEL Kodları: J28, M12, D23, M54.

1. INTRODUCTION

Organizations that are evaluated as a whole with production factors should develop and strengthen their resources in order to successfully combat environmental changes and provide sustainable competitive advantage. Human resources are the most important element that organizations should focus on to ensure the effective and efficient use of all their resources. Because the effective and efficient use of all the resources that organizations have is related to the power of human resources and the degree of putting this power into action. In other words, no matter how unlimited and functional resources organizations have, as long as they do not have the human resources to properly adapt these resources, these resources will remain as idle capacities. Strengthening the human resources that are owned depends on employees using their personal talents in the most effective way. While carrying out organizational activities, employees should learn to take personal responsibility and take initiative. Because the long-term existence of organizations depends on the most effective and rational use of the scarce resources by employees (Caron and Stevens, 2004).

Recent changes in industrial environments, increasing desire for competition, employees' adaptation to the business world, strategic change and restructuring (reduction in ranks and workforce unity) have brought about the need for empowerment practices (Yoon, 2001; Cheong et al. 2016). At this point, national culture contributes to the shaping of organizational culture by playing an active role in management style and organizational structure, while organizational culture ensures that employees work in harmony in line with organizational goals through shared values. Empowerment, which is a process in which responsibilities and authority are shared, can only be implemented in organizational cultures where power distance is low (Fulford and Enz, 1995).

Power distance refers to the distance between the hierarchical positions of subordinates and superiors in organizations and the respect for authority (House et al., 2004). In environments with high power distance, subordinates avoid questioning authority; this is especially common in cultures where bureaucratic structures are strong. In such environments, employees adhere to the directions given by authorities and act within the framework of existing rules rather than developing creative ideas (Earley and Erez, 1997).

However, job performance is a measure of the extent to which employees have completed their tasks in a certain period. Job performance varies depending on employees' abilities, motivation levels, and commitment to the work environment (Campbell et al., 1993). In environments with high power distance, the limitation of employees' creative thinking and innovative solution generation capacity may affect job performance. In organizations where power distance is perceived by employees at low levels, participation and job performance will be higher, employees will be able to express their ideas and thoughts more, and workplace happiness and satisfaction will increase (Zhang et al., 2023).

The basic understanding system in organizations depends on cultural values. Organizations use this basic understanding both in integration problems and in internal and external coordination processes. Effective organizations have cultures with similar value sets, and the effectiveness of strong cultures depends on the harmony of the current real situation with the conditions of the environment in which the organization is located. Organizational culture can only provide high performance and creative developments, which are considered to be the center of organizational life, with employee relations (Shakibaei et al. 2012). Managers can create an organizational culture that supports employee performance (Sigler and Pearson, 2000). There is a belief that the performance phenomenon may be more compatible with the cultural values of certain societies (Hofstede, 2001). In general, this cultural dimension is low power distance, and in these cultures, it is believed that power is shared between the employee and the manager (Hoang, 2008). In general, this cultural dimension refers to low power distance (Hoang, 2008), where it is believed that power is shared between employees and managers. In contrast, in cultures with high power distance, employees tend to believe that they should follow orders and be directed by their managers. Accordingly, in organizations with high power distance, managers prefer to delegate less when it comes to participation in managerial processes and decisions (Hui et al., 2004). In Eylon and Au's (1999) study examining the relationship between culture and empowerment, a negative relationship was found between high power distance, job performance and empowerment, and a positive relationship was found between low power distance, job performance and empowerment.

Happiness at work is related to the positive emotions and job satisfaction experienced by employees in their daily work environment. Happy employees can exhibit higher job satisfaction, commitment and productivity. Fisher (2010) argues that happiness at work is not only an individual benefit but also a key to organizational success. In environments with high power distance, happiness can increase the level of commitment employees feel towards their jobs and offset the negative effects on job performance.

As a result, in today's business world, workplace culture directly affects employee behavior and job performance. According to Hofstede's cultural dimensions theory, the concept of power distance reflects the degree to which unequal power distribution is perceived as acceptable within organizations (Hofstede, 1984). In cultures characterized by high power distance, employees tend to comply with managerial authority without much resistance, whereas in low power distance cultures, a more collaborative and egalitarian environment is encouraged (Daniels and Greguras, 2014). This study aims to explore whether happiness at work acts as a mediating variable in the relationship between perceived power distance and job performance. The central hypothesis suggests that workplace happiness may enhance job performance by mitigating the potentially adverse effects of high power distance perceptions.

2. THEORETICAL FRAMEWORK

2.1. Power Distance-Workplace Happiness

Power distance represents the perceived gap in authority and influence between individuals at different hierarchical levels. According to Hofstede (1980), it reflects the extent to which inequality in power is viewed as acceptable within a society. This perceived imbalance is shaped by the willingness of both leaders and subordinates to acknowledge hierarchical differences (Hofstede, 2001). As a cultural value,

power distance serves to distinguish individuals, groups, organizations, and nations based on their tolerance for and acceptance of unequal power relations. (Daniels and Greguras, 2014). Therefore, employees may differ in their happier work environments according to their perceived power distance.

Employee happiness is seen as an important factor affecting individual satisfaction, participation, and commitment (Salas-Vallina et al., 2017). Workplace happiness not only contributes to employee well-being, but also to the efficiency of organizational outputs (Singh and Banerji, 2022). Workplace happiness affects employees' capacity to learn, be ready to experience, and develop their abilities. It also leads to positive outcomes such as increasing employee loyalty, encouraging creativity, and improving learning abilities (Jha et al., 2024). In other words, employees' happiness at work is considered as a multidimensional phenomenon that includes issues such as perceived work-life balance, employee well-being, job satisfaction, and commitment.

The intersection of power distance and workplace happiness is addressed around concepts such as teamwork and empowerment (Zhang and Begley, 2011), commitment and job satisfaction (Brinck et.al, 2019; Çiçeklioğlu, 2023; Elkoutour & El Abboub, 2024), decision making (Daniels and Greguras, 2014). For example; power distance affects participatory decision making, centralization, and formal hierarchy levels (Hofstede, 2001; Daniels and Greguras, 2014). Although power distance is expected to be inversely proportional to empowerment and team participation, an empirical study conducted with technicians, engineers, and scientists in research and development organizations in China found that increased power distance led to higher team participation (Zhang and Begley, 2011). Hierarchical clarity in the organizational structure, which reduces uncertainty, reduces stress in the workplace and can promote harmony (Farh et al., 2007). This is due to the fact that the boundaries in job descriptions, work relationships and communication processes make it easier to understand team expectations. Power distance in organizations directly and indirectly affects employee happiness through hierarchy, communication style, autonomy (autonomous structure) and cultural adaptation.

2.2. Power Distance-Job Performance

Power distance is inherent in hierarchical organizations. Power is the fundamental driving force of organizational relations because it grants sanction authority. Therefore, power and power distance affect organizational processes and outputs (Daniels and Greguras, 2014). Power distance is closely related to other organizational elements such as empowerment, job satisfaction and performance, depending on the level of feeling formal pressure in communication between subordinates and superiors (Zhang and Begley, 2011). In the relevant field, it is noteworthy that the relationships between the concepts of job satisfaction (Robert et al., 2000; Hui et al., 2004), employee performance (Eylon and Au, 1999) and leadership (Vidhyarthi et al, 2014; Inderyas et al., 2015) in the context of power distance and empowerment are a separate subject of study.

The leader has the power to direct the conditions affecting the power distance level. The leader plays an important role in the interaction between power distance and employee performance (Vidhyarthi et al., 2014; Inderyas et al., 2015). The tendency of leaders, who are the people who direct work groups, towards the symmetry of power distribution affects the outputs of the employees. As the power distance increases, the relationship between the employee's job performance and the (emotional) perception of the leader weakens (Vidhyarthi et al., 2014). In cultures where power distance is high, the unfair distribution of power leads to low performance and weakens the relationship between the leader and the followers (Inderyas et al., 2015). Therefore, it can be concluded that in organizations where there is a low power distance between the leader and the employees, the employee exhibits a tendency to increase performance as a stakeholder in participatory decision-making.

It is possible to create high-performance work systems in organizations with low power distance (Wu and Chaturvedi, 2009). In the relationship between power distance and employee performance, it has

been determined that low power distance supports work outputs, power distance plays a mediating role between perceived organizational support and work output, and that when clarity is provided in hierarchical roles in environments with high power distance, employee performance increases in routine tasks that require strict rules (Farh et al., 2007). In environments with high power distance such as China, Thailand, and Brazil, employees can be motivated by hierarchical norms that can increase performance in formal environments and by pleasing authority figures, and as a natural result of this situation, their performance increases (Javidan et al., 2006).

2.3. Workplace Happiness-Job Performance

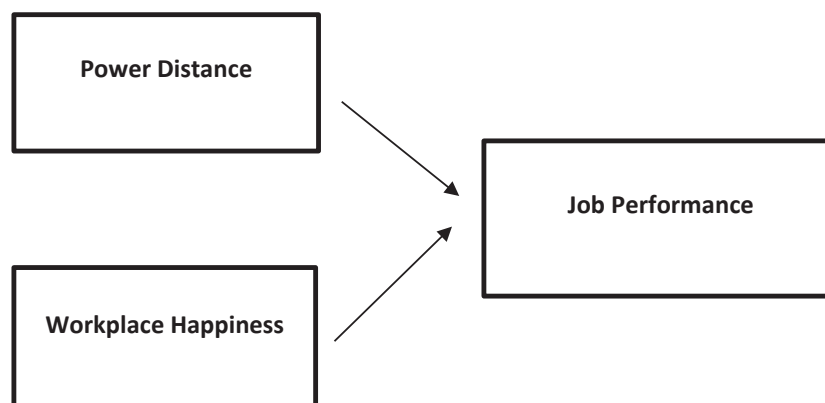
Workplace happiness positively affects employees' capacity to learn, gain experience, and develop their abilities (Salas-Vallina et al., 2017). When employees are happy, they exert more effort and become more motivated to achieve organizational goals (Oswald et al., 2015). Workplace happiness can result in increasing employee loyalty, encouraging creativity, and improving learning abilities (Jha et al., 2024). By prioritizing employee well-being and job happiness, the organization creates an environment that encourages employees to be more participatory, productive, and loyal. If employees feel appreciated, workplace happiness increases. As a natural result; the performance of employees who are happy at work also increases (Sandrick et al., 2003; Sarwar et al., 2023). In other words, work-life balance and happiness positively affect employee performance (Bataineh, 2019).

Workplace happiness can strengthen the relationship between development and productivity as well as self-efficacy and productivity. In the relationship between workplace happiness and employee performance, emotional and psychological factors are important in reaching the employee's optimal productivity level (Lifang and Ali, 2024). In addition, workplace happiness is assumed to be related to positive organizational outcomes, including high productivity, strong commitment, increased participation, improved performance, and various performance-centered metrics (Brinck et al., 2019; Çiçeklioğlu and Taşlıyan, 2020). Positive work-related outcomes such as career satisfaction and job satisfaction change with high levels of happiness, increased commitment, and performance (Elkoutour and El Abboub, 2024). This situation needs to be explained by relating it to the antecedent factors and definitional framework of employee performance. Employee performance is evaluated as a result related to the activities and tasks that employees carry out effectively and efficiently. Financial and non-financial outcomes, which are accepted as indicators of organizational success, are reflected in employee performance (Anitha, 2014). Employee performance, which is a concept related to how much the employee contributes to the organization, is also associated with concepts such as the employee's output, participation in work, and conciliatory attitude (Abualoush et al., 2018).

2.4. Research Model and Hypotheses

The model and hypotheses of the research are presented in Figure 1 below.

Figure 1. Research Model



H1: Power distance has a negative effect on job performance.

H2: Happiness at work has a positive effect on job performance.

3. METHOD

3.1. Universe and Sample

The universe of this research consists of bank employees operating in Istanbul. Istanbul is one of the cities with the densest financial sector and offers a suitable working environment in terms of examining the relationships between bank employees' power distance perception, happiness at work and job performance.

The sample consists of bank employees working on the European side of Istanbul. A total of 256 bank employees were selected using the snowball sampling method and participated in the research. When determining the sample, care was taken to ensure that employees were in different positions, departments and seniority levels. In this way, it was aimed to make the research results more representative for bank employees on the European side of Istanbul.

3.2. Data Collection

A questionnaire consisting of four parts including demographic questions was used as the primary data collection tool in the study. The data were collected using the survey method and evaluated using power distance perception, happiness at work and job performance scales. The obtained data were examined with correlation and regression analyses and the relationships between the variables were analyzed in detail.

The second part of the survey form includes the Power Distance Belief Scale developed by Hofstede (2001) and adapted by Jain et al. (2018). The scale includes 6 items in a single dimension with a five-point Likert type (1: Strongly disagree, 5: Strongly agree). A high score between 1 and 5 on the scale indicates that the power distance in the organization is perceived at a high level by employees. The Cronbach Alpha coefficient of the scale in this study was determined as 0.81.

The third part of the survey form includes the Job Performance Scale developed by Çalışkan and Köroğlu (2022). The scale consists of 11 items in a single dimension with a five-point Likert type (1: Strongly disagree, 5: Strongly agree). A high score between 1 and 5 on the scale indicates that employees have a high level of job performance. In this study, the Cronbach Alpha coefficient of the scale was determined as 0.91.

The fourth section of the questionnaire form includes the Happiness at Work Scale developed by Salas-Vallina et al. (2017) and adapted to Turkish by Bilginoğlu (2019). The scale consists of 9 items in a five-point Likert type (1: Strongly disagree, 5: Strongly agree) in 3 dimensions (engagement in work, job satisfaction, commitment to the organization). A high score between 1 and 5 on the scale and its sub-dimensions indicates a high level of happiness at work. In this study, the Cronbach Alpha coefficient of the scale was 0.96; Cronbach Alpha coefficients of the sub-dimensions were determined as 0.83 / 0.92 / 0.89.

3.3. Data Analysis

Data analysis was carried out using SPSS 21.0 software. Descriptive statistics, including mean, standard deviation, skewness, and kurtosis values, were calculated for the total and sub-dimension scores of the scales. Skewness and kurtosis coefficients were evaluated to assess the normality of score distributions. When these coefficients fall within the ± 1 range, it is generally interpreted that the data do not significantly deviate from a normal distribution. For data that do not meet this criterion, square root, logarithmic,

or inverse transformations may be applied to allow the use of parametric tests (Büyüköztürk, 2011). In this study, the scores of the scales and their sub-dimensions were found to meet the assumptions of normality. Therefore, Pearson correlation analysis was employed to examine relationships among the variables, while stepwise regression analysis was conducted to explore the predictive effects of power distance and workplace happiness on job performance. A significance level of 0.05 ($p < 0.05$) was used for all statistical tests.

4. FINDINGS

Table 1 presents the demographic profile of the participants.

Table 1. Distribution of Participants According to Their Demographic Characteristics

Demographic Variables	Sub-groups	n	%
Gender	Female	52	20,3
	Male	204	79,7
Age groups (Between 22-58) (34,64±8,32)	25 and less	29	11,3
	26-30 years old	77	30,1
	31-35 years old	51	19,9
	36-40 years old	40	15,6
	41-51 years old	59	23,0
	Single	84	32,8
Marital status	Married	172	67,2
	High school	30	11,7
Education level	Associate degree	36	14,1
	License	132	51,6
	Graduate	58	22,7
	0-2 years	55	21,5
Working time in the institution	3-5 years	100	39,1
	6-8 years	64	25,0
	9 years and above	37	14,5
Total working time	0-2 years	79	30,9
	3-5 years	101	39,5
	6-8 years	57	22,3
	9 years and above	19	7,4

Of the 256 employees who participated in the research, 20.3% were female and 79.7% were male. The average age of the participants was determined as 34.64±8.32, 11.3% were 25 years old and under, 30.1% were 26-30 years old, 19.9% were 31-35 years old, 15.6% were 36-40 years old, and 23% were 41-51 years old. 32.8% of the participants were single, 67.2% were married. 11.7% of the participants had a high school degree, 14.1% had an associate degree, 51.6% had a bachelor's degree, and 22.7% had a postgraduate education. 21.5% of the participants have been working in the institution for 0-2 years, 39.1% for 3-5 years, 25% for 6-8 years, 14.5% for 9 years and above. 30.9% of the participants have been working in the institution for 0-2 years, 39.5% for 3-5 years, 22.3% for 6-8 years, and 7.4% for 9 years and above.

4.1. Descriptive Findings

Table 2 provides descriptive statistics for scale scores.

Table 2. Descriptive Statistics for Scale Scores

Scale and Subscale	N	Min	Max	\bar{X}	SD	Skewness	Kurtosis
POWER DISTANCE BELIEF	256	1,00	5,00	2,74	0,82	-0,58	0,99
Engagement at Work	256	1,00	5,00	3,58	0,93	-0,32	-0,44
Job Satisfaction	256	1,00	5,00	3,28	1,06	0,19	-0,61
Organizational Commitment							
HAPPINESS at WORK	256	1,22	5,00	3,43	0,94	0,00	0,03
JOB PERFORMANCE	256	1,73	4,91	3,88	0,78	-0,47	-0,16

SD: Standard deviation

As shown in Table 2, the mean score for the power distance scale was 2.74 (SD = 0.82), the mean score for the happiness at work scale was 3.43 (SD = 0.94), and the mean score for the job performance scale was 3.88 (SD = 0.78). Considering that the possible scores on each scale range from 1 to 5, these results suggest that participants perceive power distance in the organization to be low, happiness at work to be moderate, and job performance to be high.

4.2. Findings Regarding the Relationship Between Variables

Table 3 presents the results of the correlation analysis conducted among the scale scores.

Table 3. Relationship Between Scale Scores

Scale and Subscale	2	3	4	5	6
1-POWER DISTANCE BELIEF	-0,94 *	-0,80**	-0,82**	-0,89**	-0,54**
2-Engagement at Work	1 **	0,91**	0,87**	0,96**	0,65**
3-Job Satisfaction		1	0,88**	0,97**	0,76**
4-Organizational Commitment			1	0,96**	0,54**
5-HAPPINESS at WORK				1	0,67**
6-JOB PERFORMANCE					1

*p<0,05

**p<0,01

As shown in Table 3, there was a significant negative correlation between power distance perception and happiness at work ($r = -0.82$, $p < 0.05$), as well as between power distance perception and job performance ($r = -0.54$, $p < 0.05$). These findings suggest that as the perception of power distance increases, both workplace happiness and job performance tend to decrease.

Additionally, a significant positive correlation was identified between happiness at work and job performance ($r = 0.67$, $p < 0.05$), indicating that higher levels of workplace happiness are associated with higher levels of job performance.

The research hypotheses were determined as follows:

H1: Power distance has a negative effect on job performance.

H2: Happiness at work has a positive effect on job performance.

Although sub-dimensions of scales are generally used in multiple regression analyses, the correlation coefficients in Table 3 show that the sub-dimensions have high correlations among themselves and with the other independent variable. Since this situation causes a multicollinearity problem, the total scores of the scales were used in the regression analysis.

Table 4 shows the results of the stepwise regression analysis for the research hypotheses.

Table 4. Stepwise Regression Analysis Results

Independent Variables	B	SHB	β	t	p	Tolerance	VIF
Constant	-3,505	0,221		-15,838	0,000		
PDBS	-26,507	2,579	-0,542	-10,277	0,000	1,000	1,000
R²=0,294	$\Delta R^2=0,291$	$F_{(1; 254)}=105,612$		$p=0,000$			
Constant	-1,163	0,325		-3,581	0,000		
PDBS	12,217	4,870	0,250	2,509	0,013	0,214	4,680
HWS	0,283	0,032	0,893	8,967	0,000	0,214	4,680
R²=0,464	$\Delta R^2=0,460$	$F_{(2; 253)}=109,515$	$p=0,000$	$F_{change}=80,403$		$R^2_{change}=0,170$	

PDBS: Power Distance Belief Scale; HWS: Happiness at Work Scale

In the first stage of the stepwise regression analysis, the model assessing the impact of power distance perception on job performance was found to be statistically significant and valid ($F_{(1, 254)} = 105.61$, $p < 0.05$). Power distance perception accounted for approximately 29% of the variance in job performance ($R^2 = 0.294$). According to this initial model, power distance perception had a negative and significant effect on job performance ($\beta = -0.54$; $t = -10.28$; $p < 0.05$), indicating that as perceived power distance increases, job performance tends to decline.

H₁ Accepted: Power distance has a negative and significant effect on job performance.

The second model, which incorporated the variable of happiness at work, was also found to be statistically significant and appropriate ($F_{(2, 253)} = 109.51$, $p < 0.05$). Furthermore, no issues of autocorrelation or multicollinearity were detected among the independent variables (Tolerance > 0.20 ; VIF < 10). According to this model, happiness at work had a positive and significant impact on job performance ($\beta = 0.89$; $t = 8.97$; $p < 0.05$), indicating that greater levels of workplace happiness are associated with higher levels of job performance.

H₂ Accepted: Happiness at work has a positive and significant effect on job performance.

When the happiness at work variable is included in the model in the second model, the variance explained in job performance reaches approximately 46% ($R^2=0.464$). It was determined that the 17% variance difference ($0.464 - 0.294 = 0.170$) that occurred when the happiness at work variable was included in the model was statistically significant ($F_{change=80.40}$; $p<0.05$). It is seen that the negative effect of power distance on job performance in the first model turns positive in the second model. In other words, it was determined that when happiness at work is high, the negative effect of power distance on job performance disappears.

5. CONCLUSION AND DISCUSSION

The findings of this study are largely in line with previous studies, but there are also some important differences. First of all, the relationship between Workplace Happiness (WH) and employees' job performance, organizational citizenship behavior (OCB), job satisfaction (JS), and positive emotions (PA) was found to be strong and positive. This supports the view that happy employees can increase organizational success, as emphasized in studies such as Hsieh (2010) and Joo and Lee (2017). It has been observed that when employees are happy, they can exhibit higher performance and contribute more to the organization. In addition, the fact that employee outcomes such as Organizational Citizenship Behavior (OCB) and Employee Engagement (WE) are positively associated with Workplace Happiness (WH) is consistent with studies such as Alparslan (2016), Palihakkara and Weerakkody (2019), Field and Buitendach (2011), and Salas-Vallina et al. (2017). These findings show that employees' happiness can positively affect not only their individual performance but also their overall organizational success.

However, the negative relationship between Negative Emotions (NA) and Workplace Happiness (WH) was found in line with Demo and Paschoal (2016). This situation shows that employees with negative emotions may experience lower job satisfaction and unhappiness, and it is concluded that

these employees should be supported with emotional training. This finding emphasizes the effects of employees' emotional states, especially negative emotions, on the general atmosphere and performance in the workplace.

The results of a study conducted by Karaşin and Öztürk in 2022 show that the career commitment of healthcare professionals has a significant impact on their subjective well-being. It was found that when the participants' career commitment levels are high, their subjective well-being levels are also high. This finding reveals that healthcare professionals' commitment and dedication to their work can increase their psychological well-being and general satisfaction at work. Similarly, with low career commitment levels, the subjective well-being of healthcare professionals has been found to be at minimum levels (Karaşin and Öztürk, 2022).

These findings are parallel to the research conducted by Joo and Lee (2017); In their study examining the relationship between job satisfaction and organizational commitment, Joo and Lee stated that employees' commitment to their work has positive effects on their general satisfaction and mental health. In addition, Alparslan (2016) also emphasizes that employees' commitment to the organization is directly related to their feelings of happiness and satisfaction at work. The original aspect of this study is the more in-depth examination of the effects on healthcare professionals who provide services to all segments of society by focusing on the healthcare sector. The findings of the study provide an important suggestion to healthcare institution managers that they should develop strategies that will support the career commitment of healthcare professionals.

On the other hand, the fact that the relationship between Job Satisfaction (JS), Positive Affect (PA) and Workplace Happiness (WH) is positive but not significant has created a contradiction with the findings of this study and previous studies. For example, while a strong relationship was found between these three variables in studies such as Abraham (2017), Butt et al. (2019) and Demo and Paschoal (2016), no significant relationship was found in this study. This difference can be explained by the effect of data collection during the economic recession in Nigeria. Since many banks laid off their employees due to the economic crisis, this situation may have affected the job satisfaction and happiness of employees, creating a more complex relationship.

In conclusion, these findings reveal the strong relationship between Workplace Happiness (WH) and employees' overall job performance, commitment and motivation, and emphasize the importance of organizations developing specific strategies to increase employee satisfaction. It has become clear once again that the happiness of employees can increase both individual and organizational success, and therefore the need to invest in the emotional state of employees. Furthermore, considering the effects of the emotional climate in the workplace on employee results, it is suggested that negative emotions should be managed and positive emotions should be encouraged.

Recommendations

This research suggests that employees in the banking sector should be encouraged to increase their happiness:

In order to increase Organizational Citizenship Behavior (OCB), employees in banks should be encouraged. Employees' display of organizational citizenship behaviors can increase performance at both individual and organizational levels. Bank management should create appropriate conditions for their employees to be fully committed to their work activities. Employees' commitment to their jobs plays an important role in increasing organizational efficiency. Emotional Training programs should be organized to reduce employees' negative emotional states (Negative Emotion - NA) and increase their positive emotions (Positive Emotion - PA). Such trainings can make employees happier and reduce negative effects at work.

Job satisfaction (JS) is an important factor in increasing the happiness of employees in the banking sector. If banks develop policies to ensure their employees' job satisfaction, this will increase the happiness of employees. This can positively affect organizational success and the general behavior of employees at work. These suggestions offer strategic steps that can increase the happiness of employees in the banking sector and also improve organizational success. In future studies, conducting similar analyses in different sectors will help to obtain broader results.

In light of the findings of this study, several important suggestions can be developed to reduce the effects of happiness and power distance on job performance. First, it is important to review management and leadership approaches. In order to increase the motivation and happiness of employees, managers need to adopt a more open, equal and participatory leadership style. Reducing power distance is a critical step to ensure that employees feel valued and satisfied. In addition, supportive strategies such as appropriate rest areas, stress management programs and social events can be implemented to increase happiness in the workplace. Recognition and reward systems can be strengthened to increase the meaning that employees feel about their work and to increase their satisfaction levels in the workplace.

In addition, it would be beneficial to organize training programs that will develop employees' emotional intelligence. In particular, strengthening their ability to cope with negative emotions (e.g. negative emotional states) can increase both the productivity of employees at work and their general happiness. Employee performance evaluations should focus not only on job goals but also on their psychological and emotional states. In this context, more holistic and functional evaluation methods need to be developed.

Protecting employee health is another important element. Regular health check-ups and stress management programs can be implemented to support employees' physical and mental health. In addition, employees should be encouraged to take sick leave to prevent presenteeism (continuing to work despite being sick). Health managers can closely monitor the health of their employees and increase early diagnosis and intervention opportunities. In addition, strengthening cooperation and communication between multiple professional groups in healthcare institutions will contribute to reducing interprofessional conflicts and increasing overall workplace happiness. In conclusion, the findings of this study specific to the healthcare sector necessitate the development of various strategies to be implemented to increase employee happiness and health. Healthy and happy employees are not only more successful individually, but also make significant contributions to the efficiency and long-term success of organizations. Therefore, it is of great importance to develop policies that will improve the overall well-being of employees by establishing a strong relationship between happiness, performance and health in the workplace.

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