

**THE MEDIATING ROLE OF JOB SATISFACTION IN THE IMPACT OF HAPPINESS
AT WORK ON EMPLOYEE PERFORMANCE¹**

Aysun ÇALIK²

Fajar SURYA ARI ANGGARA³

Zaid ABU-DABBOUR⁴

Assoc. Prof. Canan YILDIRAN⁵

ABSTRACT

The aim of the research is to examine the mediating role of job satisfaction in the effect of workplace happiness on employee performance. The data of the research were obtained from 395 health personnel working in the health sector. Questionnaire method was used as a data collection tool in the research. Happiness at work, employee performance and job satisfaction scales were used to collect data. Frequency analysis, correlation analysis and structural equation model were used in the analysis of the obtained data. According to the correlation analysis carried out within the scope of the research, it has been determined that there is a significant relationship between happiness at work, employee performance and job satisfaction. After the scale structures were verified and the goodness-of-fit values of the model were above the determined limits, the research hypotheses were tested with the structural equation model. As a result of the hypothesis tests conducted with the structural equation model, it has been determined that job satisfaction has a mediating effect on the effect of happiness at work on employee performance.

Keywords: Happiness at Work, Employee Performance, Job Satisfaction, Management

¹ This article was developed from the abstract presented at the “EJSER 11th International Symposium on Social Sciences” held between 20-22 May 2023

² Karabük Un., Institute of Graduate Prog., ORCID ID: 0000-0002-8889-5165, a.calik34@gmail.com

³ Karabük Un., Institute of Graduate Prog., ORCID ID: 0000-0001-8832-5923, fajarsurya@unida.gontor.ac.id

⁴ Karabük Un., Institute of Graduate Prog., ORCID ID: 0000-0001-7109-0275, zaid.abudabour@yahoo.com

⁵ Karabük Un. Faculty of Business Administration, ORCID ID: 0000-0001-8245-197x, cananyildiran@karabuk.edu.tr
Arařtırma Makalesi/Research Article, Geliř Tarihi/Received: 29/08/2023–Kabul Tarihi/Accepted: 02/010/2023

İŞYERİNDEKİ MUTLULUĞUN ÇALIŞAN PERFORMANSINA ETKİSİNDE İŞ TATMİNİNİN ARACI ROLÜ

Aysun ÇALIK
Fajar SURYA ARI ANGGARA
Zaid ABU-DABBOUR
Doç. Dr. Canan YILDIRAN

ÖZET

Araştırmanın amacı işyerindeki mutluluğun çalışan performansı üzerindeki etkisinde iş tatmininin aracı rolünün incelenmesidir. Araştırmanın verileri sağlık sektöründe çalışmakta olan 395 sağlık personelinden elde edilmiştir. Araştırmada veri toplama aracı olarak anket yöntemi uygulanmıştır. Veri toplamak için işyerindeki mutluluk, çalışan performansı ve iş tatmini ölçekleri kullanılmıştır. Elde edilen verilerin analizinde frekans analizi, korelasyon analizi ve yapısal eşitlik modeli kullanılmıştır. Araştırma kapsamında gerçekleştirilen korelasyon analizine göre işyerindeki mutluluk, çalışan performansı ve iş tatmini arasında anlamlı bir ilişki olduğu tespit edilmiştir. Ölçek yapılarının doğrulanması ve modele ilişkin uyum iyiliği değerlerinin belirlenen sınırların üzerinde çıkmasından sonra yapısal eşitlik modeli ile araştırma hipotezleri test edilmiştir. Yapısal eşitlik modeli ile yapılan hipotez testleri sonucunda işyerindeki mutluluğun çalışan performansı üzerindeki etkisinde iş tatmininin de aracı etkisinin olduğu tespit edilmiştir.

Anahtar Kelimeler: İşyerindeki Mutluluk, Çalışan Performansı, İş Tatmini, Yönetim

INTRODUCTION

In the face of the changes and developments that are more clearly felt and experienced in the 21st century, it can be stated that the adaptation of individuals to their environment and the adaptation of organizations to their environments are shaped by almost similar dynamics. Rapid transformations in business life also affect individuals automatically. In this process, the power of increasing competition is felt even more, and it is a fact that it is ruthless. Undoubtedly, organizations must make strategic decisions and plans for their continuity and profitability. However, the most important resource that should be remembered and even not forgotten is human resources. For this reason, the climate of the organization in which individuals fulfill their duties and responsibilities is very important. Happiness at work is effective on the individual, as an individual spends the most important and valuable hours of a day at work. This effect will have a positive or negative impact on the individual's performance. It is aimed to contribute to the literature about the results of the variables of happiness in the happiness at work, employee performance and job satisfaction.

In this direction, in the first part of the research, the concepts of happiness at work, employee performance and job satisfaction were discussed within the scope of the conceptual framework and a literature review was made.

In the second part of the research, the methodology is included. In this section, the purpose, model, hypotheses, universe and sample, data collection and analysis method of the research are included. In the third part of the research, the findings obtained because of the analyzes are included. And finally, the study has been completed with the conclusion part.

1. LITERATURE REVIEW

1.1. Happiness at Work

In social sciences, happiness is generally considered as the essence of positive organizational behavior and well-being (Seligman, 1999: 560). In the order of positive psychology variables, happiness is often associated with subjective well-being, which expresses the cognitive and affective evaluations of individuals' lives (Luthans, 2002: 698). The word "subjective" underlines once again that individuals cannot be happy when they are told "be happy", so happiness differs from individual to individual and, as Aristotle puts it, happiness is a virtue (Myers & Diener, 1995: 19).

Happiness is defined as the sum of pleasure, pleasure, and pain from life (Veenhoven & Dumludağ, 2015: 46). In another definition, happiness is when the individual evaluates his whole life. It is an assessment of the level of quality of life he or she leads (Veenhoven, 1989: 22). According to this definition, the evaluation criteria of the individual and the meaning he attributes to his life differ from individual to individual according to personal characteristics, needs, expectations and interests (Çalışkan, 2010: 124). Myers and Deiner (1995: 15) distinguished happy people from others. They list their basic characteristics as high self-esteem, being optimistic and being extroverted. In terms of the many benefits of happiness, it has been the focus of attention of researchers for decades (Atkinson & Hall, 2011: 88). Positive attitudes such as well-being, job satisfaction and commitment have an important place within the scope of happiness. Happiness is an important topic that is increasingly in the field of management research (Kolodinsky, Ritchie & Kuna, 2017).

Studies have revealed that happiness has important consequences for both individuals and organizations (Fisher, 2010: 384). Studies reveal that the main force in the success of an organization is happy employees (Wagner, 2015: 103). Happy employees are the cornerstones of success with the magic they create (Sitton, 2014: 73). A happy individual is mostly defined as an individual who experiences/experiences positive emotions (Boehm & Lyubomirsky, 2008: 101). Haller and Hadler (2006: 169) the concept of happiness is stated below:

- Unchanging personality traits of individuals,
- A result of living a neutral life,
- A resource from which individuals benefit,

- Relative satisfaction processes resulting from comparison with other individuals,
- It explains with five theoretical approaches that are expressed as permanent national or cultural characteristics.

Happiness at the workplace is defined as the state of using the resources that individuals have in the best way, with awareness and overcoming the difficulties encountered (Edmunds & Pryce-Jones, 2008: 8). When the employees of the organization feel that they are individuals with emotional and intellectual perceptions, not only as the workforce responsible for fulfilling the duties they are responsible for, but they will also develop a sense of gratitude towards the organization they work for and this will increase their well-being/happiness (Fredrickson, 2001: 218).

Comprehensive studies of happiness at work and the conclusions of researchers have been tried to be given in chronological order, which we can reach in the literature. Cropanzano and Wright (2001) discusses the reflections of the difference between happy and unhappy employees on the workplace, in a study that argues that happiness is related to job performance, as well as theories of happiness. In this study, which reveals the psychological states of happy and unhappy employees in the workplace; He states that unhappy individuals are more sensitive to the risks that may arise in the work environment, more defensive and cautious against their colleagues, and less optimistic and less self-confident. Happy employees are more sensitive to the opportunities that may arise in their work environment, more extroverted/social and helpful with their colleagues, and finally more optimistic and self-confident (Cropanzano & Wright, 2001: 183). Fredrickson (2001) proved that positive emotions facilitate learning and teamwork. Seliet (2005) proved that happy employees are better team players and equipped to carry out intra-organizational relations, stress, and change. The rate of workforce turnover decreases in organizations with employees who are happy to work together, and happy employees are more committed to their jobs and organizations. Harrison, Newman and Roth (2006) found that positive mood at work improves work effectiveness and collaboration. Jones and Gradney (2007) have shown that happy employees mostly work with happy employers in their studies. Robertson (2007) revealed that they increase their efforts to contribute to their work. Nissa (2008) revealed that happy employees adopt better work ethic, they are proud of the organization they work for. Kromah and Mba (2010) they focus more on their work. Oliver (2014) found that happy employees are healthier and have better spouses, parents, neighbors, friends, and citizens. Burdett (2014) proved that they attract new candidates who will apply to the organization more with the words they spread. Pilot (2015) proved that happy employees work more efficiently. Hickok (2016) revealed that their production speed is higher, and they use less leave. Considering the changing work and life conditions, research on happiness at work in different sectors will make a significant contribution to the literature.

1.2. Employee Performance

Employee happiness is the key difference between an employee who is satisfied with their job and an employee who simply does what is needed. In general, employees who actively participate are more productive, engaged, focused and profitable, bringing success to the company, so they are highly valued by business organizations. Employee job satisfaction is the focus of the company's human resources work. Since employees are the most important asset of a company, it is very important for companies to keep them motivated and job satisfied. Employees who feel comfortable at work have a positive impact, conversely, unhappy employees can have a counterproductive impact on the company.

Previous research can also be understood as sources of past search results that will be used and attempted by searchers to compare with searches to be conducted. Previous research can also be interpreted as a source of inspiration which can help this research progress. Job performance and job satisfaction of university non-academic staff were positively and significantly correlated (Inuwa, 2016: 96). This study revealed that employee performance has effect to job satisfaction (Mira, Choong & Thim, 2019: 782; Khan, Nawaz, Aleem & Hamed, 2012: 2702; Lestari, Broto & Prayoga, 2022: 533) and stimulate organizational behavior also human resource management. Following the analysis, a research finding was discovered. Business performance has an impact on employee performance in corporations in addition to promotions and job happiness (Razak, Sarpan & Ramlan, 2018: 26). Companies need to recognize the importance of job satisfaction and job quality to maximize employee job satisfaction. As a result, companies should encourage their employees to work hard to achieve company goals (Butt, Altaf, Chohan & Ashraf, 2019: 1905). A good working environment and adequate remuneration commensurate with employees' work will ensure satisfaction (Tasnim, 2016: 68).

Many healthcare firms face human resource issues nowadays. One difficulty is the lack of a workplace happiness plan. Finding a leadership style that boosts performance is another challenge. Thus, to better understand leadership, workplace happiness must be conceived. Job performance in the form of service quality, namely the quality of work provided by hospital staff. Some variables such as organizational workplace, work at happiness, and work stress can be used as predictors to predict nurse performance. As reported by Sidabalok and Sayekti (2020: 60) a study examines factors affecting nurses' workplace satisfaction and stress. Workplace satisfaction had a beneficial impact on performance.

When workers are happy at work, they are more likely to do a better and higher performance. Well-being affects work and personal happiness. Many academics have examined their relationship. People want happiness regardless of age, gender, culture, or life experience. Happiness transcends culture, social level, and geography. Happy workplaces boost productivity and employee health. Over the last two or three decades, work pressure has shifted from physical to psychological, making workplace happiness more important (Mamen, 2018:1).

Related to Nasab, Hashemi and Na'ami (2014: 138) a study was found the effect between happiness at work and job performance.

Future studies will explore how organizational climate and work-life balance affect employee job performance mediated through happiness at work in various agencies. In keeping with Rizqi and Qamari (2022: 157) that further research should be able to generalize data distribution. New employee performance metrics are expected in future study. So additional factors can create uniqueness in future study.

1.3. Job Satisfaction

Job satisfaction is some critical criteria that cannot be overstated, reflecting a confluence of physiological, psychological, and environmental factors that influence an employee's job satisfaction, emotional stability, and conscientiousness (Davidescu, Apostu, Paul & Casuneanu, 2020). The negative and unfavorable attitude of employees will create job dissatisfaction (Nguyen, 2020: 375). Job satisfaction is influenced by a variety of things; the aspects of job satisfaction can be used to summarize the important ones (Khan et. al., 2012: 2699). They are as follows: salary, work, supervision, workgroup, promotions, and working conditions. Furthermore, work satisfaction has major managerial consequences (Kuzey, 2018: 46).

Employees perform better if they are satisfied with their jobs. However, if work satisfaction levels are low, there's going to be performance issues (Navale, 2018: 709). Tănăsescu and Leon (2019: 470) found that the employees with a good attitude at the workplace have a better degree of job satisfaction, as a result, they are more motivated to improve their job performance. Individuals who have an excellent level of job satisfaction tended to perform better in their businesses (Karem, Mahmood, Jameel & Ahmad, 2019: 334). Employees who believe they are an essential part of the business are more likely to be satisfied with their jobs and to put in extra effort, which improves their work performance (Shafique, Kalyar & Ahmad, 2018: 75).

Other studies have found that low earnings, along with a lack of pension plans and insurance, are frequently associated with poor levels of work satisfaction. It is therefore critical to recognize that growing workloads and inadequate compensation are linked to the dissatisfaction of employees (Kuzey, 2018: 48). Badrianto and Ekhsan (2020) demonstrates that work environment factors and job satisfaction both have an impact on employee performance.

Davidescu et al. (2020) defined employees' job performance represents scalable activities, behaviors, and results that they participate in or contribute to inside businesses. Individual qualities impact work performance (experience and ability). According to Al-Ali, Ameen, Isaac, Khalifa and Shibami (2019: 104) work satisfaction is a performance predictor since it has a reasonable link with employee performance. Ramli (2018: 179) discovered that workers' job happiness had an impact on their performance. Employees who are happy with their work will perform well, and vice versa; employees who are dissatisfied with their work will perform poorly.

To guarantee that employees constantly perform effectively, companies must recognize that employees have personal needs and desires that must be met for them to accomplish their best. This may be noticed if employees have favorable or bad feelings about the organization, and it must be analyzed individually; Furthermore, performance may be measured in terms of the quantity, quality, efficiency, and effectiveness in carrying out the duties at hand (Omar, Rafie & Selo, 2020). Furthermore, performance is the product of planning and is measured via performance management. As a result, performance evaluation is at the core of performance management, and an organizations or an individual's performance is significantly dependent on all organizational rules, practices, and design characteristics (Huu, Minh & Duc, 2022).

As stated by (Karem et al., 2019: 334) job satisfaction has been found to boost employee performance, while efficiency has a positive influence on job satisfaction. There is a close relationship between job satisfaction and performance in nursing sector (Platis, Reklitis & Zimeras, 2015: 481). Someone who is satisfied with his work will improve his performance (Sabuhari, Sudiro, Irawanto & Rahayu, 2020: 1779). Alamdar, Muhammad, Muhammad and Wasim (2012: 2700) found that better performance of the workforce is the result of level of job satisfaction. When businesses evaluate their performance, one of the metrics used is job satisfaction. A good attitude toward one's employment leads to job satisfaction and a willingness to devote to one's company, which increases their job performance, Managers will address employees' demands to boost job satisfaction so that workers will raise their efforts to achieve good performance under fair conditions (Pang & Lu, 2018: 39).

Individuals who performed better have been less likely to abandon their occupations than workers who performed badly. Ali, Lodhi, Raza and Ali (2018: 264) claimed that numerous management tactics may be used to increase job motivation and satisfaction to improve worker performance. Meier and Spector (2015: 1) argued that many human recourse department researchers confirmed that the satisfaction of an employee is related to many work-related outcomes in any organization i.e., employees' turnover rate, commitment to job and organization, productivity, and burnout. Wright, Cropanzano and Bonett (2007: 100) were discovered that work happiness did predict job performance. There is also a strong connection between being satisfied at their job and their performance (Bin & Shmailan, 2015: 2). The findings also revealed a substantial positive link between job satisfaction and job performance. As a result, any organization's human resource management should increase its attention on finding or investigating strategies to boost employee satisfaction to meet their business goals (Al-Ali et al., 2019: 104).

2. METHODOLOGY

2.1. Purpose of the Research

The main purpose of the research is to examine the effects between the happiness, performance and job satisfaction of the health personnel working in the health sector, which has been re-understood with the recent epidemic in the world, which has an important place among the sectors. The effect of health workers' happiness at work on their performance and job satisfaction, the effect of job satisfaction on their performance, and also the mediating role of job satisfaction in the effect of happiness at work on employee performance are examined.

2.2. The Model and Hypotheses of Research

The research model created for the purposes of the research is shown Figure 1.

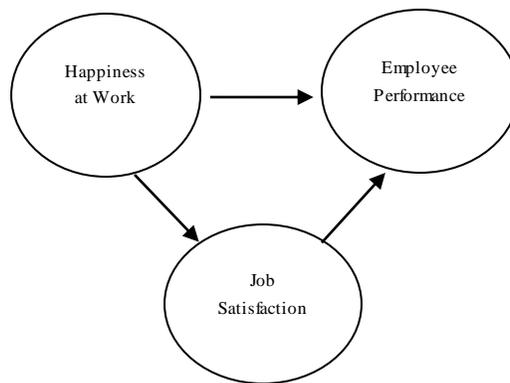


Figure 1: Research Model

Answers are sought to the questions created within the framework of the research, which aims to examine whether job satisfaction has a mediating role in the effect of happiness in the workplace on the performance of the personnel working in the health sector. The research questions are as follows:

- Is happiness at work an important factor on employee performance and job satisfaction?
- Does job satisfaction have an effect on employee performance?
- Are happiness and job satisfaction at work important for high performance?

Based on the research questions, hypotheses were formed within the scope of the purpose of the study. The hypotheses of the research are as follows:

H₁: Happiness at work has a significant effect on employee performance.

H₂: Happiness at work has a significant effect on job satisfaction.

H₃: Job satisfaction has a significant effect on employee performance.

H₄: Job satisfaction has a mediating effect on the effect of happiness at work on employee performance.

2.3. Population and Sample of the Research

If the population of the research is more than one hundred thousand, the sample size is calculated as 383 (Coşkun, Altunışık & Yıldırım, 2019: 164). Data were collected from 395 health personnel by using convenience sampling.

2.4. Data Collection and Analysis Method

In the research, the data within the framework of the research were collected by the survey method. The questionnaire form consists of 4 parts. In the first part of the questionnaire, there are 4 question statements regarding the determination of the demographic characteristics of the participants. In the second part, the scale of happiness at work consisting of 5 question statements; In the third part, there is the employee performance scale consisting of 4 question statements, and in the last section, the job satisfaction scale consisting of 20 question statements.

In order to determine the happiness of the participants at work, the research scale created by the WHO Collaborating Center for Mental Health, Frederiksborg General Hospital Psychiatric Research Unit (2006) and adapted into Turkish by Alparslan (2016) was used.

The research scale created by Kirkman and Rosen (1999) and adapted into Turkish by Çöl (2008) was used to determine the performance of the participants.

The research scale created by Weiss, Dawis, England and Lofquist (1967) and adapted into Turkish by Baycan (1985) was used to determine the job satisfaction of the participants.

After the questionnaire form was created, it was decided that the questionnaire was ethically applicable with the decision of Karabük University Social and Human Sciences Research Ethics Committee numbered 18.04.2023 and 237849. Relevant research data were collected in April 2023.

Cronbach's Alpha values were measured to test the reliability of the scales used in the study. Frequency analysis was applied to determine the distribution of the participants according to demographic variables. Explanatory factor analysis, confirmatory factor analysis, correlation analysis and structural equation modeling were used in testing the hypotheses formed in line with the purpose of the research. The analyzes made within the scope of the research were carried out using the Statistical Package Program and the AMOS Package Program.

3. FINDINGS

3.1. Reliability Analysis

Cronbach's Alpha reliability values were examined to test the reliability of the survey questions used in the research. A Cronbach's Alpha value above 0,70 indicates that the scales are reliable (Nunnally & Bernstein, 1994: 264-65).

Table 1: Cronbach's Alpha Values

Scales	N	Cronbach's Alpha
Happiness at Work	5	0,828
Employee Performance	4	0,772
Job Satisfaction	20	0,935

3.2. Findings of Demographic Variable

The findings regarding the variables of gender, age, education and working period (years) of the participants within the scope of the research are given in the tables below, respectively.

Table 2: Findings of the Gender Variable

Gender	N	%
Male	113	28,3
Female	286	71,7
Total	399	100,0

As seen in Table 2, 28,3% of the participants were male; 71,7% of them are female.

Table 3: Findings of Age Variable

Age	N	%
22-26	50	12,5
27-31	67	16,8
32-36	62	15,5
37-41	96	24,1
42 and +	124	31,1
Total	399	100,0

As seen in Table 3, 12,5% of the participants are between the ages of 22-26; 16,8% are between the ages of 27-31; 15,5% are between the ages of 32-36; 24,1% are between the ages of 37-41, and 31,1% are 42 years old and over.

Table 4: Findings of the Education Variable

Education	N	%
High School	54	13,5
Associate degree	61	15,3
Undergraduate	202	50,6
Postgraduate	82	20,6
Total	399	100,0

As seen in Table 4, 13,5% of the participants were high school graduates; 15,3% of them are associate degree graduates; 50,6% of them are undergraduate graduates and 20,6% of them are postgraduate graduates.

Table 5: Working Period (years) Findings of the Variable

Working Period (years)	N	%
1-5	76	19,0
6-10	70	17,5
11-15	88	22,1
16-20	72	18,0
21-25	38	9,5
26 and +	55	13,8
Total	399	100,0

As seen in Table 5, 19% of the participants have a working period of 1-5 years; 17,5% of them work between 6-10 years; 22,1% of them work between 11-15 years; 18% of them work between 16-20 years; 9,5% of them work between 21-25 years; and 13,8% of them have a working period of 26 years or more.

3.3. Findings of Variables

Correlation analysis was conducted to examine the relationship between happiness at work, job satisfaction and employee performance.

Table 6: Correlation Test of Variables Happiness at Work, Job Satisfaction and Employee Performance

		Happiness at Work	Employee Performance	Job Satisfaction
Happiness at Work	Pearson Correlation	1	0,393**	0,662**
	Sig. (2-tailed)		0,000	0,000
	N	399	399	399
Employee Performance	Pearson Correlation	0,393**	1	0,396**
	Sig. (2-tailed)	0,000		0,000
	N	399	399	399
Job Satisfaction	Pearson Correlation	0,662**	0,396**	1
	Sig. (2-tailed)	0,000	0,000	
	N	399	399	399

**Correlation is significant at the 0.01 level (2-tailed)

Table 6 shows that there is a significant relationship between happiness at work and employee performance ($r=0,393$; $p=0,000$), happiness at work and job satisfaction ($r=0,662$; $p=0,000$), and job satisfaction with employee performance ($r=0,396$; $p=0,000$). While the highest correlation among the variables was between happiness at work and job satisfaction, the lowest correlation was found between happiness at work and employee performance.

3.4. Findings of the Hypotheses

Since the job satisfaction scale is used with different numbers of sub-dimensions in the literature, explanatory factor analysis was applied to test the construct validity of the scale according to the sample data collected. As a result of the test (KMO: 0,910; df: 0,60; p: 0,000), it was determined that the sample size was sufficient for factor analysis.

As a result of the analysis in which the Varimax method was used and the lower limit for factor loads was determined as 0,30, the 4th, 3rd, 18th, 20th and 17th question statements were; Because the factor loads were below the specified limit or the loads were collected under more than one factor and there was a difference of less than 0,10 between these loads, the overlapping item was accepted and the analysis was repeated by removing them sequentially from the analysis. At the end of this process, the scale items were gathered under three factors with a total explained variance of 61,762%. While determining the names of the dimensions, the titles of “internal, external and general satisfaction” were used in accordance with the literature and item contents. As a result of the explanatory factor analysis, the job satisfaction scale was analyzed as three dimensions and fifteen questions.

In order to test the construct validity of the scales used in the research, first of all, confirmatory factor analysis was applied for each scale separately and the goodness of fit values were checked. The goodness of fit values of the Workplace Happiness and Employee Performance scales were above acceptable limits, and the one-dimensional structure of the scales was confirmed. However, since the goodness of fit values of the Job Satisfaction scale were below the determined limits, covariances were created and modifications were made between the error terms e2-e3, e4-e5 and e11-e12 in the scale. In order not to contradict the theoretical background, the modifications were made between the items measuring the same variable and under the same factor. At the end of this process, the analysis was repeated, and it was observed that the goodness of fit values were above the determined limits.

After the scale structures were verified for all scales, the structural equation model was drawn and the goodness of fit values of the whole model were examined. At this stage, covariances were created and modifications were made between the error terms e3-e4 and e22-e24 in the model, since some item values reduced the criteria for goodness of fit in the model. At the end of this process, the analysis was repeated, and it was observed that the goodness of fit values for the whole model exceeded the determined limits. Table 7 shows the goodness of fit values for the scales and the model.

Table 7: Goodness-of-fit Index for Scales and Model

Scales	χ^2/df	RMR/SRMR	RMSEA	GFI	NFI	IFI	CFI	TLI
Happiness at Work	3,145	0,025	0,073	0,984	0,979	0,985	0,985	0,970
Employee Performance	2,320	0,012	0,058	0,994	0,989	0,994	0,993	0,980
Job Satisfaction	2,757	0,084	0,066	0,927	0,928	0,953	0,952	0,941
Measurement Model	2,177	0,078	0,054	0,900	0,894	0,940	0,939	0,930

These results show that the goodness of fit values of the scales and the whole model are in good agreement and construct validity is provided. The view of the research model formed as a result of the processes performed is shown in Figure 2.

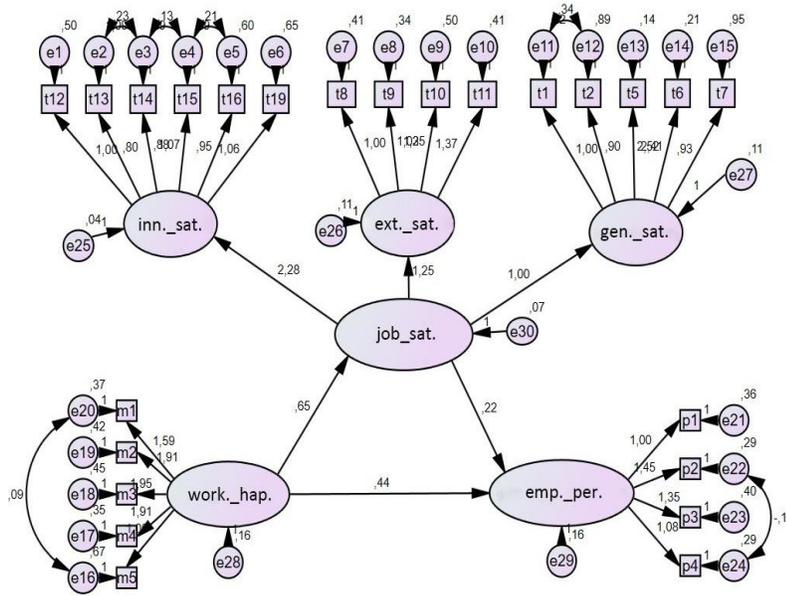


Figure 2: Structural Equation Model

As can be seen in Figure 2, there are standardized regression coefficients. There is a strong effect if the values of the standardized regression coefficients are greater than or equal to 0,50. If it is between 0,30-0,50 values, it is stated that there is a moderate effect. If the regression coefficient value is between 0,10-0,30, there is a low effect; If it is below the value of 0,10, it is stated that the effect is statistically significant (Kara & Ellialtı, 2021).

After the scale structures were verified and the goodness of fit values of the model were above the determined limits, the research hypotheses were tested with the structural equation model. The test results regarding the hypotheses determined according to the research model are shown in Table 8.

Table 8: Hypothesis Test Results

Effect	Variables	Job Satisfaction			Employee Performance		
		β	Std. Er.	R ²	β	Std. Er	R ²
Direct Effect	Happiness at Work				0,617*	0,106	0,261
Indirect Effect	Happiness at Work	0,652*	0,108	0,502			
	Job Satisfacın				0,224*	0,109	0,279
	Happiness at Work				0,444*	0,114	0,279
	Mediation Effect					0,590*	

* p<0,001

When the direct effect model in Table 8 is examined, it is seen that happiness at work, which is the independent variable, has a positive and significant effect on the dependent variable ($\beta=0,617$; $p<0,001$). Thus, the hypothesis “ H_1 : Happiness at work has a significant effect on employee performance” was supported and the mediation condition was met. This result shows that happiness in the workplace has an increasing effect on employee performance. When the indirect effect model is examined, it is seen that happiness in the workplace has a positive and significant effect on the mediating variable job satisfaction ($\beta=0,652$; $p<0,001$). In this case, the hypothesis “ H_2 : Happiness at work has a significant effect on job satisfaction” was supported and the mediation condition was met. Similarly, it is seen that job satisfaction, which is the mediating variable, has a positive and significant effect on the dependent variable ($\beta=0,224$; $p<0,001$). In this case, the hypothesis “ H_3 : Job satisfaction has a significant effect on employee performance” was supported and the mediation condition was met. In addition, happiness at work ($\beta=0,444$) positively affects employee performance ($p<0,001$). In this direction, it is possible to say that job satisfaction has a significant partial mediation effect ($\beta=0,590$) in the effect of happiness at work on employee performance. In this case, the hypothesis of “ H_4 : Job satisfaction has a mediating effect on the effect of happiness at work on employee performance” was accepted. Therefore, as a result of the hypothesis tests performed with the structural equation model, it is seen that all four hypotheses of the research were accepted.

CONCLUSION

In conclusion, many challenges confront current health sector management, including rapid changes in the field of healthcare services and of course, the psychological consequences suffered by the healthcare sector (Platis, Reklitis & Zimeras, 2015: 481). the mediating effect of job satisfaction in the influence of happiness at work on employee performance is important. According to the research, when employees feel happiness at work, it improves their overall job satisfaction, which in turn improves their performance. This link emphasizes the necessity of creating a healthy and encouraging work environment that fosters happiness and job satisfaction, since this may lead to higher employee performance, which benefits both people and companies (Wright & Cropanzano, 2004: 347). In another word, Job satisfaction serves as a bridge between workplace enjoyment and employee performance. When people are satisfied in their workplace, it tends to increase their overall job satisfaction. As a result, their enhanced job satisfaction has a beneficial influence on their performance, leading to higher productivity, creativity, and engagement (Al-Ali et al., 2019: 105). Richert-Kaźmierska and Stankiewicz (2016: 108) emphasized the need of effective and appropriate training programs, the availability of possibilities for growth, and managers' real concern in the well-being of employees' families and personal life as measures to keep the staff satisfied. The findings underline the importance of firms prioritizing employee happiness and job satisfaction as important drivers to overall success. Organizations that spend in building a happy work environment and nurturing the happiness of their staff are able to reap the rewards of better employee performance, loyalty, and organizational achievement.

Therefore, it seems necessary to consider performance-oriented studies, which are important for organizations, as a whole.

There were a few limitations in this study that need to be considered. First limitation was the variables used. Since the result of the study showed that there are other factors that influenced employee performance besides job satisfaction and happiness at work, perhaps future studies could include employee attitudes, job involvement, employee attitudes, and organization commitment are all factors to consider. Secondly, since the survey method was used in the research, there may naturally be sampling, answering and measurement errors that can be encountered within the scope of a survey study. Finally, since the health sector is a very busy service area, it is not possible to ensure the participation of more and more diverse participants. Future research may conduct research in different sectors (such as the industrial sector, IT sector, construction sector).

REFERENCES

- Alamdar, H. K., Muhammad, M. N., Muhammad, A. & Wasim, H. (2012). Impact of job satisfaction on employee performance: An empirical study of autonomous medical institutions of Pakistan. *African Journal of Business Management*, 6(7), 2697-2705.
- Ali, M., Lodhi, S. A., Raza, B. & Ali, W. (2018). Examining the impact of managerial coaching on employee job performance: Mediating role of work engagement, leader-member-exchange quality, job satisfaction, and turnover intentions. *Pakistan Journal of Commerce and Social Sciences*, 12(1), 253-282.
- Alparslan, A. M. (2016). Emek işçilerinde fazladan rol davranışının öncülü: İş tatmini mi işyerinde mutluluk mu?. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 30(1), 203-215.
- Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S. & Shibami, A. H. (2019). The mediating effect of job happiness on the relationship between job satisfaction and employee performance and turnover intentions: A case study on the oil and gas industry in the United Arab Emirates. *Journal of Business and Retail Management Research*, 13(4), 103-116.
- Atkinson, C. & Hall, L. (2011). Flexible working and happiness in the NHS. *Employee Relations*, 33(2), 88-105.
- Badrianto, Y. & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries. *Journal of Business, Management and Accounting*, 2(1), 85-91.
- Baycan, F. A. (1985). Analysis of several aspects of job satisfaction between different occupational groups, (Unpublished Master's Thesis), Boğaziçi Üniversitesi, Sosyal Bilimler Enstitüsü, İstanbul.
- Bin, A. S. & Shmailan, A. (2015). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Business Management and Economics*, 4(1), 1-8.
- Boehm, J. K. & Lyubomirsky, S. (2008). Does happiness promote career success?. *Journal of Career Assessment*, 16, 101-116.
- Burdett, F. E. (2014). *Laughing at yourself: About almost anything and everything*. USA: Xlibris Corporation.

- Butt, R. S., Altaf, S., Chohan, I. M. & Ashraf, S. F. (2019). Analyzing the role of quality of work life and happiness at work on employees' job satisfaction with the moderation of job stress, empirical research of Jiangsu university. *International Journal of Scientific and Technology Research*, 8(10), 1905-1915.
- Cropanzano, R. & Wright, T. A. (2001). When a "happy" worker is really a "productive" worker: A review and further refinement of the happy productive worker thesis. *Consulting Psychology Journal: Practice and Research*, 53(3), 182-199.
- Coşkun, R., Altunışık, R. & Yıldırım, E. (2019). Sosyal bilimlerde araştırma yöntemleri Spss uygulamalı. Sakarya: Sakarya Yayıncılık.
- Çalışkan, K. (2010). Mutluluk. (İçinde: Kurumlarda İyilik Var, Edt. Güler İslamoğlu), Ankara: Nobel Yayıncılık.
- Çöl, G. (2008). Algılanan güçlendirmenin işgören performansı üzerine etkileri. *Doğuş Üniversitesi Dergisi*, 9(1), 35-46.
- Davidescu, A. A., Apostu, S. A., Paul, A. & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees-implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Edmunds, L. D. & Pryce-Jones, J. (2008). Relationships between happiness, overtime, sick leave and intention to stay or leave. *Selection & Development Review*, 24, 8-12.
- Fisher, C. (2010). Happiness at work. *International Journal of Management Reviews*, 12(4), 384-412.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218-226.
- Haller, M. & Hadler, M. (2006). How social relations and structures can produce happiness and unhappiness: An international comparative analysis. *Social Indicators Research*, 75(2), 169-216.
- Harrison, D. A., Newman, D. A. & Roth, P. L. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325.
- Hickok, D. (2016). The pursuit of happiness at work: For entrepreneurs, and the people who work for them. USA: Blue Pool Media.
- Huu, T. N., Minh, L. L. T. & Duc, Q. N. (2022). Employees' job satisfaction, job performance and their relationship during the Covid-19 pandemic in Vietnam. *Организационная психология*, 12(2), 38-55.
- Inuwa, M. (2016). Job satisfaction and employee performance: An empirical approach. *The Millennium University Journal*, 1(1), 90-103.
- Jones, C. & Gradney, B. (2007). Be a self-starter: Don't be a cranking machine. USA: Xlibris Corporation.
- Kara, E. & Ellialtı, M. H. (2021). Duygusal emeğin tükenmişlik üzerindeki etkisinde iş stresinin aracı rolü: Bir yapısal eşitlik modeli çalışması. *Turkish Studies Social*, 16(1), 157-171.
- Karem, M. A., Mahmood, Y. N., Jameel, A. S. & Ahmad, A. R. (2019). The effect of job satisfaction and organizational commitment on nurses' performance. *Humanities and Social Sciences Reviews*, 7(6), 332-339.
- Khan, A. H., Nawaz, M. M., Aleem, M. & Hamed, W. (2012). Impact of job satisfaction on employee performance: An empirical study of autonomous medical institutions of Pakistan. *African Journal of Business Management*, 6(7), 2697-2705.

- Kirkman, B. L. & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58-74.
- Kolodinsky, R. W., Ritchie, W. J. & Kuna, W. A. (2017). Meaningful engagement: Impacts of a 'calling' work orientation and perceived leadership support. *Journal of Management & Organization*, 24(3), 406-423.
- Kromah, B. & Mba, J. (2010). *Workers' compensation: Cost minimization from a policy perspective*. USA: Xlibris Corporation.
- Kuzey, C. (2018). Impact of health care employees' job satisfaction on organizational performance support vector machine approach. *Journal of Economics and Financial Analysis*, 2(1), 45-68.
- Lestari, Y. W., Broto, B. E. & Prayoga, Y. (2022). The effect of motivation, communication, and job satisfaction on employee performance. *International Journal of Science, Technology & Management*, 3(2), 530-536.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behaviour*, 23(6), 695-706.
- Mamen, J. M. (2018). Happiness and performance at work. *International Journal of Social Sciences*, 6(9), 1803-1805.
- Meier, L. L. & Spector, P. E. (2015). Job satisfaction. In *Wiley Encyclopedia of Management*, 1-3.
- Myers, D. G. & Diener, E. (1995). Who is happy?. *Psychological Science*, 6(1), 10-19.
- Mira, M. S., Choong, Y. V. & Thim, C. K. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771-786.
- Nasab, N. A., Hashemi, S. E. & Na'ami, A. (2014). An investigation of relationship between happiness at work and job performance, mental health and turnover intention: considering the mediating role of job stress and work-family facilitation. *Industrial and Organizational Psychology Studies*, 1(1), 73-94.
- Navale, D. S. (2018). The impact of job satisfaction on job performance an empirical analysis. *International Journal of Yogic, Human Movement and Sports Sciences*, 3(1), 709-711.
- Nissa, S. Z. (2008). *Zany, zeal, zest and zing: The Z way to happiness*. Singapore: World Scientific Publishing Co.
- Nguyen, C. (2020). The impact of training and development, job satisfaction and job performance on young employee retention. *International Journal of Future Generation Communication and Networking*, 13(3), 373-386.
- Nunnally, J. C. & Bernstein, I. H. (1994). *Psychometric theory*. 3th Edition, New York: McGraw-Hill Inc..
- Omar, M. S., Rafie, N. & Selo, S. A. (2020). Job satisfaction influence job performance among polytechnic employees. *International Journal of Modern Trends in Social Sciences*, 3(14), 39-46.
- Oliver, D. A. (2014). *Mantra leadership: Don't become the emperor with no clothes!*. USA: Xlibris Corporation.
- Pang, K. & Lu, C-S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36-52.
- Platis, C., Reklitis, P. & Zimeras, S. (2015). Relation between job satisfaction and job performance in healthcare services. *Social and Behavioral Sciences*, 175, 480-487.

- Pilot, M. J. (2015). *Driving sustainability to business success: The DS factor - management system integration and automation*. Hoboken, New Jersey: John Wiley & Sons.
- Razak, A., Sarpan, S. & Ramlan, R. (2018). Influence of promotion and job satisfaction on employee performance. *Journal of Accounting, Business and Finance Research*, 3(1), 18-27.
- Ramli, A. H. (2018). Compensation, job satisfaction and employee performance in health services. *Business and Entrepreneurial Review*, 18(2), 177-186.
- Richert-Kazmierska, A. & Stankiewicz, K. (2016). Work-life balance: Does age matter? IOS Press, 55, 679-688.
- Rizqi, A. H. & Qamari, I. N. (2022). Work-life balance on employee performance through. *Journal of Management and Islamic Finance*, 2(2), 153-170.
- Sabuhari, R., Sudiro, A., Irawanto, D. & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, 10(8), 1775-1786.
- Seliet, H. (2005). *BTEC introduction to business, retail & administration*. Jordan Hill, Oxford: Hartcourt Education Limited.
- Seligman, M. E. P. (1999). The president's address. *American Psychologist*, 54, 559-562.
- Shafique, I., Kalyar, M. N. & Ahmad, B. (2018). The nexus of ethical leadership, job performance, and turnover intention: The mediating role of job satisfaction. *Interdisciplinary Description of Complex Systems*, 16(1), 71-87.
- Sidabalok, S. Y. & Sayekti, A. (2020). Pengaruh kebahagiaan dan manajemen stres terhadap kinerja perawat rawat Inap (Studi Kasus di RSUD dr. Djasamen Saragih Pematangsiantar, Sumatera Utara). *SOCIA Jurnal Ilmu-Ilmu Sosial*, 17(1), 57-70.
- Sitton, W. G. (2014). *Fire up your startup and keep it up: Lessons from twelve business and entrepreneur experts*. Bloomington, IN: iUniverse.
- Tasnim, Z. (2016). Happiness at workplace: Building a conceptual framework. *World Journal of Social Sciences*, 6(2), 62-70.
- Tănăsescu, C. E. & Leon, R. D. (2019). Human resources practices in the Romanian banking system: Rewards, job satisfaction, and job performance. *Management Dynamics in the Knowledge Economy*, 7(4), 469-483.
- Veenhoven, R. & Dumludağ, D. (2015). İktisat ve mutluluk. *İktisat ve Toplum Dergisi*, 58, 46-51.
- Veenhoven, R. (1989). *Conditions of happiness*. Dordrecht, Holland: D. Reidel Publishing Company.
- Wagner, R. (2015). *Widgets: The 12 new rules for managing your employees as if they're real people*. New York: McGraw-Hill Education.
- Weiss, D. J., Dawis, R. V., England, G. W. & Lofquist, L. H. (1967). *Manual for the minnesota satisfaction questionnaire*. Minnesota Studies in Vocational Rehabilitation, 22. Minneapolis: University of Minnesota. Industrial Relations Center.
- WHO-5- © Psychiatric Research UNIT, WHO Collaborating Center for Mental Health, Frederiksberg General Hospital, DK-3400 HillerødX Frank Snoek, March 3, 2006 for DAWN/Novo Nordisk
- Wright, T. A., Cropanzano, R. & Bonett, D. G. (2007). The moderating role of employee positive well-being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology*, 12(2), 93-104.
- Wright, T. A. & Cropanzano, R. (2004). The role of psychological well-being in job performance: A fresh look at an age-old quest. *Organizational Dynamics*, 33(4), 338-351.