



The Role of Sustainable Leadership in Achieving Job Happiness an Analytical Study of the Opinions of a Sample of Employees Working in the Men's Clothing Factory in Najaf Governorate

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Abstract: The current research aims to study the role of sustainable Leadership in achieving the organization's job happiness in the men's clothing Laboratory in Najaf. To achieve the research purposes, 105 questionnaires were distributed to a random sample of employees of the clothing Laboratory in Najaf governorate, and 102 valid questionnaires were retrieved for analysis. The statistical program Spss V was used.26 and the AMOS V program.26 to analyze the data; the results showed that there is a strong correlation between the Sustainable Leadership variable with its Dimension and the job happiness required in the men's clothing factory in Najaf, and the practical results showed that there is a significant moral impact of sustainable Leadership in Achieving job happiness it was concluded that sustainable Leadership has a significant effect on job happiness, as sustainable Leadership contributes to achieving Job Happiness, which benefits the organization .one of the important recommendations is that the laboratory management should focus on sustainable Leadership to achieve job happiness, as well as achieving the best performance in terms of productivity and maintaining employee loyalty.

Keywords: Sustainable Leadership, Job Happiness.

The introduction:

Sustainable Leadership has gained great importance recently because it is the ability to lead organizations and societies in a way that achieves functional Happiness. Sustainable leaders recognize the potential impacts of their decisions and actions on future generations and work hard to reduce negative impacts and increase positive ones. The practices leaders follow to inspire employees and support business growth are paramount. These practices include creativity and innovation in the leadership process, as leaders seek to apply new and innovative ideas to solve ongoing challenges. Moreover, they embrace sustainability in decision-making and implementation, considering the environmental, economic, and social consequences of achieving job happiness, which leads to job satisfaction. Sustainable leaders encourage teams to communicate openly and honestly and to exchange ideas and opinions freely. They encourage constructive dialogue and active listening to enhance understanding and build trust between individuals.

1. Study Methodology

1.1 The problem of the study:

The practical problem of the research stemmed from the limited awareness, understanding, and application of sustainable leadership variables, job happiness in the garment factory, and the limited adoption and practice. Dimensions, in addition to the fact that other dimensions are below the required level in light of understanding the concepts and characteristics of each variable, addition to the field visits conducted by the researcher before distributing the questionnaire form, which made clear the researcher's diagnosis of the limited correspondence of the employees' opinions with the vision, mission, and objectives of the laboratory, as a result of the absence of any signs. Or blogs to introduce them to; in addition to the limited consultation of employees and subordinates in the crucial decisions of the laboratory and its departments, the researcher must know the availability of research dimensions in the laboratory under research and its departments... The main problem of the study lies in answering the central question: What is the effect of sustainable Leadership on Happiness? Functional, and from here, the field questions of the research problem become clear:

1. Does the factory have sustainable Leadership? What are the levels of availability, interest, and adoption?
2. What is the study sample's level of awareness of sustainable Leadership and its dimensions?
3. What is the study sample's level of awareness of job happiness and its dimensions?
4. What is the extent of the influence between sustainable Leadership and functional Happiness of the organization under study?

1.2 The importance of the study:

The importance of the study is evident in the following:

1. Explain the importance of the study variables represented by sustainable Leadership and its role in the functional Happiness of the organization.
2. Explain the role of sustainable Leadership in achieving functional Happiness for the organization.
3. Discuss the importance of sustainable Leadership, how to achieve it in the organization, its dimensions in the course of work, and its role in achieving the desired goals.

1.3 Objectives of the study:

The study seeks to achieve the following objectives:

1. Providing a theoretical framework for the study variables represented by sustainable Leadership and the organization's functional Happiness.
2. Diagnosing the basic dimensions of sustainable leadership variables in achieving job happiness.
3. Studying the correlation and regression (influence) relationships between sustainable Leadership and job happiness.

1.4 Hypothetical study plan:

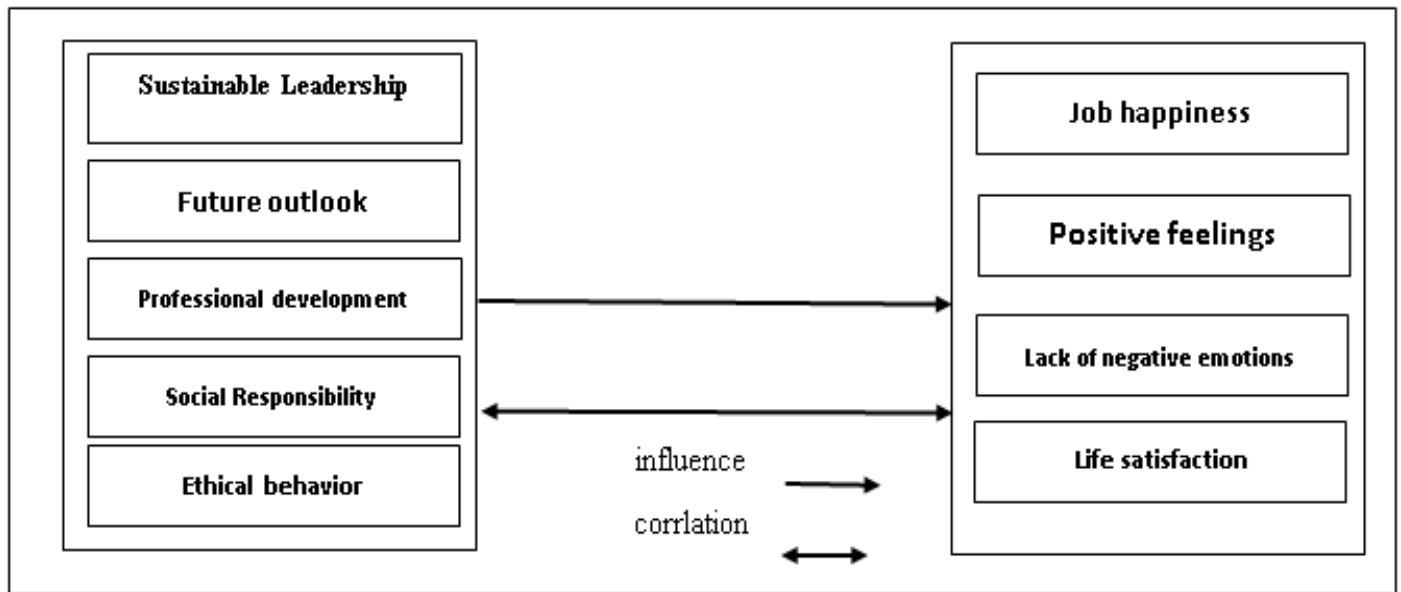


Figure (1) Hypothetical diagram of the research

1.5 Study hypotheses:

Based on the path of the hypothetical plan and testing its variables, the following hypotheses were formulated:

1. The first hypothesis states: “There is a significant correlation between sustainable leadership and job happiness.”
2. The second hypothesis states, “There is a significant effect of sustainable leadership on job happiness.”

1.6 Statistical analysis methods

To analyze the data, the researchers used a set of statistical methods found in the statistical program SPSS v 26 to analyze the data for the accuracy of its results, which can help reach objective and accurate conclusions. Among these methods are descriptive statistics (arithmetic mean, standard deviation). As well as the correlation coefficient and the simple linear regression coefficient.

1.7 The study population and sample

The men's clothing factory in Najaf Al-Ashraf, established in 1979, represented the study population. The men's clothing factory is considered one of the essential factories that manufacture civil and military suits of all kinds, as the civilian suit includes the men's official suit and suits, sports jackets, shirts, and pants. As for the military product, it consists of the defense suit, which varies. To more than one suit, including the parade suit, the pilot suit, and the pilots' suit, as well as the internal suits, which include the federal police suit, the traffic suit, the marine suit, and the armor suit. In 2010, the factory developed and opened a new project, the Chinese project that developed the suit and includes the civilian suit, as the factory's capacity is 400. A daily suit. In 2010, there was a qualitative development in the suit industry and its suitability to new market fashions. The study sample, which was selected using a comprehensive enumeration method, consisted of 99 respondents, and Table (1) shows this.

Table (1) Description of the sample of respondents

	Variables	Staff	the number	Percentage of the sample
1	Workplace	Company Headquarters	49	49.5%
	Qualification	public relations section	9	9.0%
		production department	8	8.0%
		Mechanical Maintenance Department	9	9.0%
		Planning and Follow-up Department	4	4.0%
		stock Department	7	7.0%
		quality section	8	%8.0
		Commercial Affairs Department	6	%6.0
		the total	99	%100
2		Less than a Bachelor's degree	2	% 2.0
		Bachelor's or Master's degree	73	73.0%
		Higher than bachelor's and master's degrees	24	%24.0
		the total	99	%100
3	Sex	Males	75	75%
		Females	24	%24
		the total	99	%100
4	Years of service	From 1 year to less than 2 years	20	%20
		From 2 years to less than 6 years	30	%30
		From 6 years and above	49	%49
		Total	99	%100

From Table No. (1) The respondents to this research have several characteristics that can help provide accurate and transparent information that contributes to achieving the current research objectives. The gender-specific results showed that the number of males was (75) out of the total number of respondents, at a rate of (75%), while the number of females was (24), which confirms a slight superiority of males in the organization. As for the education level indicator, the results showed that holders of a bachelor's or Master's degree obtained the highest percentage, reaching (73.0%), followed by holders of a higher degree than a bachelor's or Master's degree, with a rate of (24.0%), and those with certificates less than a bachelor's degree ranked last, with a rate of (2.0%). The percentages indicate that the study community could form a sufficient understanding of the questionnaire paragraphs and understand them. As for the indicator of the number of years of experience, the results showed that a percentage of (49%) of community members had (more than 6) years of experience, followed closely by (30%) for years of experience (from 2 to 6) years, then a percentage of (20%) For those whose years of experience ranged from (1 to less than 2) years.

2. The theoretical side

2.1 The concept of sustainable Leadership

Sustainable Leadership has multiple approaches to its study. Some treat it as a new management perspective that aims to achieve and maintain distinctive results and encourage creativity and innovation (Peterlin, 2016:206). Hargreaves was the first to use the term sustainable leadership in 2003 in the educational field, expressing it as a pattern that spreads and continues among individuals and lasts over time. Fink & Hargreaves (2006:9) defined sustainable Leadership as: "Leadership that nurtures and develops Sustainable education for all that spreads and is sustained in ways that do not harm and

provide positive benefits in the future. Sustainable Leadership focuses on the actions of those who have a strategic logic at work and can influence others and organizations to meet economic, social, and environmental needs (Brown, 2011:63). Sustainable Leadership requires a vision, Long-term decision-making, encouraging systematic innovations aimed at increasing value for customers, developing a skilled, loyal and more engaged workforce, and providing high-quality products, services, and solutions (Bergsteiner & Avery, 2011: 5). (Simanskiene et al., 2016: 286) Sustainable Leadership is responsible for organizations, society, groups, and individuals based on economic, social and environmental sustainability principles. Driscoll (2013:275) defines it as maintaining continuity, readiness, and services in the organization or operational capacity by relying on a strategy that fulfills and meets performance requirements more effectively and efficiently, adds value, and reduces environmental damage

2.2 Stages of Sustainable Leadership

Peterlin (2016:206) identified four stages of sustainable Leadership, which are as follows:

1. The discovery and appreciation stage: This means investigating the organization's and its employees' positive intentions, knowing how to motivate people to conduct investigative research, and learning to enhance creativity.
2. The visualization stage of the results: The process of visualizing the organization's desired future vision through the participation of all stakeholders.
3. In the design stage, participation in construction means clarifying the practices. It means to achieve the desired vision so that individual Leadership is linked to collective Leadership through practical learning through the executive education guidance system.
4. The Destiny Stage: Sustaining the work and finding methodological means that enable lifelong learning

2.3 Dimensions of Sustainable Leadership

1. **Ethical behavior:** Today, a rising wave of awareness is sweeping the world about the importance of work ethics, which can be described simply as principles of behavior or action within organizations that guide and guide behavior in general and decision-making in particular (David, 2005: 20). The ethics of leaders affect the ethics of followers. Leaders ensure that the organization embraces and practices ethical principles (Colurcio, 2006:31). ethical behavior refers to "doing the right thing." According to this definition, it is a concept that is difficult to define precisely due to the difference in the idea of the right thing from one individual to another (Zadek, 2016: 5).

2. **Social Responsibility:** The World Bank defines social responsibility as (the commitment of business organizations to achieve sustainable development by working with employees and the local community to improve the standard of living in a way that serves trade and development at the same time. Sustainable institutions practice social and environmental responsibility not only for practical reasons but also Before fulfilling the requirements of the law. But since this social and ecological responsibility works to achieve financial benefits and other benefits for the organization, it also works to fulfill ethical behavior (Kantabutra, 2013: 65). The International Council for Sustainable Development defines social responsibility (which is the continuous commitment of business organizations to achieving sustainable economic development to ensure the improvement of the quality of living conditions for workers and the local community as a whole). As for the International Labor Organization, social responsibility is defined as (the voluntary initiatives undertaken by business organizations through their legal obligations and the extent of this impact on stakeholders (Semin, 2019: 201))

3. **Professional development:** A planned and purposeful process that provides workers with the knowledge, modern information, attitudes, values, behaviors, and skills that help them achieve, achieve quality performance and product and thus improve their job level (Lambert, 2012:201). It is essential for the organization's director, the leader, to transform his organization into an institution for professional development in which the leader cooperates with all those working with him. If he wants his organization to excel, the members of the organization must continue with continuous education, and in this way, it turns into the institution for development and continuing education, and the manager will be able To build what we can call the driving force for modernization (Hashemi, 2019: 88). According to Sustainable Leadership, it is preferable to develop and promote the staff internally rather than through the entire staff and human resources from outside the organization, whenever possible, and at higher levels, internal promotion is considered a wise decision in particular, taking into account that appointing staff from outside the organization can To be of high risk (Jasinskis, 2019:55)

4. **Future outlook:** The main feature distinguishing sustainable organizations from unsustainable ones is that their management adopts a long-term vision, while unsustainable organizations focus on short-term outcomes. The balance between the requirements of the long-term and short-term perspectives is essential for an organization that wants to succeed, but this may not be easy to achieve when the short-term view overwhelms the long-term goals (Kennedy, 2019: 40). Likewise, the institution's leaders adopting a long-term perspective enables these institutions to outperform others that focus on the short-term perspective (Kennedy, 2011: 20).

2.4 The concept of job happiness

Happiness is universal for everyone in every culture because everyone seeks Happiness (Fisher, 2010). Philosophers have viewed Happiness as the ultimate motivation for human action (Diener, 1984). It is challenging to find a precise definition of a word such as "happiness" that is commonly used and has specific meanings in one or more professional or academic disciplines (Harris, 2018). Myers & Diener, 1995) define "happiness" as a high frequency of positive effects, a Low frequency of adverse effects, and overall life satisfaction.

There are two traditional conceptualizations of Happiness in literature. These are the hedonic and eudaimonian views (Ryan, Huta & Deci, 2008), and, in general, these conceptualizations exist independently of each other. The hedonic view of subjective well-being is a view that has a long history (Ryan & Deci, 2001) and is more concerned with people's feelings and emotional senses (Huang, 2016). Hedonism seeks to maximize pleasure and minimize suffering. In hedonism, pursuing pleasure is the path to Happiness (Nafei, 2018).

Eudaimonian thought expresses moral actions. Aristotle is the most important representative of eudaimonian thought (Bulut, 2015). According to the Eudaimonian point of view, Happiness is identifying one's virtues and living following them. The eudaimonian view defines Happiness as a perfect life with a sense of competence and purpose (Huang, 2016). Ryan et al. (2008) stated that hedonic thinking leads to short-term Happiness and that eudaimonic living leads to more sustainable Happiness. Both approaches provide a path to Happiness. Therefore, they cannot be considered entirely independent of each other because individuals can experience Happiness in the hedonic way (experiencing immediate pleasure that leads to Happiness) and the eudaimonistic way (achieving long-term Happiness in life about the true self) (Ryan, Huta & Deci, 2008; Ryan & Deci, 2001).

Happiness is essential for both individuals and organizations. Just as people want to achieve Happiness, organizations want to achieve Happiness. A happy organization is one in which the stakeholders are delighted (Kumar, 2014). If the individuals in the organization are satisfied, then this Happiness will also affect the organization. When faced with such a situation, the Happiness of individuals turns into

the concept of job happiness (Moçoşoğlu & Kaya, 2018). Therefore, job happiness is expressed as the meeting of the Happiness of individuals within the organization as an aspect of the culture or ethics of the organization (Harris, 2018).

Happy employees are more committed to their jobs (Othman, Mahmud, Noranee & Noordin, 2018) and more productive, so it can be said that organizational Happiness is an essential factor in increasing the productivity of organizations (Wesarat, Sharif, Majid & Halim, 2014). In addition, research shows that job happiness can help employees achieve career success, increase job satisfaction, and encourage them to work harder. It also revealed that happy employees may have lower quit rates (Oswald, Proto & Sgroi, 2009; Amabile & Kramer, 2011).

Job happiness consists of three dimensions: positive and negative emotions that occur in work life and fulfillment of potential (Warr, 2007). The Dimension of positive emotions includes being happy, enthusiastic, cheerful, excited, proud, willing, satisfied, peaceful, and active in the workplace. From an organizational standpoint. The negative emotion dimension includes feelings of anxiety, nervousness, impatience, anxiety, tension, depression, sadness at work, and feeling bored and lost. Achieving the potential Dimension includes using capabilities and skills in the workplace, showing superior sides, developing talents, overcoming difficulties, doing work you love, and reaching goals.(Arslan & Polat, 2017)

2.5 Dimensions of job happiness

Organizational Happiness includes positive emotions, lack of negative emotions, and satisfaction with life. Despite the abundant literature and multiple writings on the subject, it has simultaneously generated intellectual debate in finding the standard dimensions of this subject; even if they differ, most of them revolve around the same propositions and ideas for the subject's essence. In our current research, we have relied on the dimensions addressed by the study (Ghaderi & Moradi 2015).) As explained below:

1. **Positive feelings:** Kupers & Weibler (2008:265) explained that positive feelings such as joy, pleasure, cheerfulness, hope, and optimism enhance the essential skills and abilities of workers, as they enable them to perform their work with high efficiency as a result of their feeling of Happiness and well-being in the work environment. The media reinforce this statement, as all have proven. According to Lyubomirsky & Boshm (2008: 104), positive feelings are significant in achieving positive organizational results. Employees who have positive feelings about the work environment make great efforts to enhance the organization's performance. They possess a spirit of citizenship and involvement in work and are less likely to leave their jobs due to satisfaction. Compared to unhappy workers, workers with high positive influence have a more remarkable ability to deal with and respond to organizational change, which is reflected in their success and the success of the organization as a whole. From the above, researchers believe that positive feelings for workers can be achieved whenever management provides opportunities for development and self-actualization, and this, in turn, is reflected in The employee's feel trust, respect, and credibility for the management, which ultimately leads to their Happiness and psychological and emotional stability in the work environment, as positive feelings play an essential role in reducing negative situations at work, as they give them strength, positive energy, and increased benefit towards completing work.

2. **The absence of negative emotions.** Rispens & Demerouti (2016:105) describe negative emotions as those negative consequences that are represented by depression, hatred, and sadness. Fear hurts workers' behavior, and avoiding these feelings or trying to reduce their occurrence can generate well-being, positive emotions, and Happiness in general for workers. Therefore, the researchers believe that the process of reducing the suffering of workers in the work environment by preventing the behavior of some people in tyranny and imposing themselves on others, in addition to valuing the efforts of workers

and making them feel responsible and vital of their role, are essential pillars for getting rid, or at least. To reduce negative feelings to achieve their Happiness at work, which ultimately reflects the achievement of the organization's goals.

3. **Life satisfaction** is an internal state that the individual feels and appears in his behavior and responses. It indicates his satisfaction and acceptance of all aspects of life through his acceptance of himself, his family, others, and the perceived environment and his interaction with it in a compatible manner (Abdul Wahab 2007, 248). (2012:1039) describes each of them. Erdogan et al., life satisfaction is a potential strategy through which the worker's experiences at work are translated into behaviors reflected in his performance at work. At the same time, Fagin-Stief (2017:37) explained that life satisfaction is a measure of individuals' evaluation of their lives as a whole, as it is one of the components of Happiness related to the cognitive aspect. It has been shown to the extent of satisfaction in all areas of life in the field of work. Life satisfaction crystallizes as a result of achieving job satisfaction for the individual. From the above, researchers believe that life satisfaction is the degree to which the worker judges the extent of his acceptance of himself and the life he lives, i.e., The extent to which the worker evaluates his career and business life at work to reflect his acceptance of all areas of life.

3. Statistical description

3.1 Descriptive statistical analysis of the independent variable, sustainable Leadership

Arithmetic means, standard deviations, relative weight, and ranking of the study sample's responses regarding the study tool (questionnaire)

	Dimensions	Arithmetic mean	standard deviation	Grade	Ranking
1	Future outlook	3.88	0.61	big	5
2	Professional development	3.89	0.64	Big	4
3	Social Responsibility	3.87	0.68	Big	6
4	Ethical behavior	3.92	0.60	Big	2
	the average	3.91	0.48	big	

Prepared by the researcher based on the outputs of the electronic calculator

From the results shown in Table (6), it is clear that the overall average of the items of the independent variable, sustainable Leadership, reached (3.91), which is higher than the hypothesized average of (3), and this indicates the availability of the independent variable among the sample of respondents. The value of the general standard deviation was (0.48), which is a relatively low value, which indicates the presence of low dispersion in the answers of the respondents of the research sample.

3.2 Descriptive statistical analysis of the dependent variable of job happiness

Table (7): Descriptive statistical analysis of the dependent variable job happiness

	Dimensions	Arithmetic mean	standard deviation	Ranking	Grade
1	Positive feelings	4.995	1.029	1	Big
2	Lack of negative emotions	4.962	1.136	2	Big
3	Life satisfaction	4.933	1.043	3	Big
	the average	4.963	1.069		Big

3.3 Testing research hypotheses (analysis of correlations and influence)

3.3.1 Correlation analysis

Job happiness Sustainable leadership	Positive feelings	Lack of negative emotions	Life satisfaction	Total job happiness
Positive feelings	0.456	0.534	0.601	0.522
Future outlook	0.580	0.537	0.538	0.541
Professional development	0.508	0.489	0.583	0.547
Social Responsibility	0.523	0.607	0.533	0.602
Ethical behavior	556.0	572.0	580.0	590.0

(SPSS V.23) Source: Prepared by the researcher based on program outputs

Job happiness was reached at a significance level of 0.01 (590.0). It is clear from the Table above that there is a correlation, and there is a strong and significant correlation between sustainable Leadership and the dimensions of organizational Happiness (positive feelings, lack of (580.0), (572.0), (556.0) negative feelings. , life satisfaction). They reached the correlation coefficient, respectively.

At a significance level of 0.01

These relationships indicate the existence of a correlation between sustainable Leadership and organizational Happiness, and this shows the extent to which employee Leadership provides trust, respect, and credibility for the organization, which ultimately leads to achieving sustainable development, which in turn is reflected in their feelings of Happiness and psychological stability in the work environment, which indicates acceptance of the first central hypothesis:

There is a significant correlation between sustainable Leadership and organizational Happiness)

3.3.2 Impact hypotheses (the second central hypothesis)

The central influence hypothesis states that there is a significant influence relationship between sustainable Leadership and achieving job happiness. The results of testing this hypothesis showed Table (9) Analysis of variance between the variables for the indicators indicating the relationship Table (9) Analysis of variance (ANOVA) for the relationship between sustainable Leadership and job happiness.

		Positive feelings	Lack of negative emotions	Life satisfaction	Total job happiness
Future outlook	B	0.492	0.502	0.528	0.47
	R2	0.368	0.442	0.502	0.498
	F	142.2	153.4	123.7	155.3
Professional development	B	0.528	0.495	153.4	0.368
	R2	0.502	0.403	0.543	142.2
	F	123.7	101.9	138.5	0.528
Social Responsibility	B	0.508	0.412	153.4	0.126
	R2	0.523	0.126	0.603	0.042
	F	556.0	0.042	0.812	155.3
Ethical behavior	B	0.489	0.489	153.4	0.522
	R2	0.607	0.607	0.495	0.541
	F	572.0	572.0	0.403	0.547
Tabular F = (6.776)				N 99	

4. Conclusions and recommendations

4.1 Conclusions

1. The future outlook significantly impacts organizational sustainability, as applying the principles and dimensions of sustainable Leadership contributes to achieving job happiness, which benefits the organization.
2. Professional development significantly impacts job happiness, which indicates that attention to professional development helps the organization under study to grow and survive.
3. Social responsibility significantly impacts job happiness, indicating that attention to social responsibility contributes to improving decision-making.
4. Ethical behavior significantly impacts job happiness, indicating that attention to ethical behavior contributes to improving decision-making.
5. If the organization wants to succeed in light of today's intense competition, it must search for means to help it achieve compliance with the required standards.
6. The variables of the current research, and through reviewing the literature, it is noted that they are constantly renewed and subject to discussion

4.2 Recommendations

1. The organization, the research sample, must exert more effort in applying sustainable Leadership principles to achieve the best results.
2. The organizations working in the men's clothing factory must adopt superior standards in sustainable Leadership, which the senior management of those organizations must guarantee.
3. Researchers and practitioners must cooperate to facilitate the organization's mission of adopting modern tools for success, represented by sustainable Leadership.
4. The need to conduct more research to spread the culture of knowledge in our universities and organizations
5. The necessity of maintaining sustainable Leadership while using modern programs to deal with information confidentially
6. Apply sustainable leadership practices throughout the men's clothing factory and explain the importance of Leadership in maintaining job happiness.

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