THE MEDIATING EFFECT OF ORGANIZATIONAL HAPPINESS ON THE RELATIONSHIP BETWEEN BENEVOLENT LEADERSHIP AND ORGANIZATIONAL OUTCOMES "AN EMPIRICAL STUDY AT THE UNIVERSITY OF BABYLON"

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ABSTRACT
This study examined the mediating role of organizational happiness (OH) between benevolent leadership (BL) and organizational outcomes (OO). The participants in the study were 171 at the University of Babylon managers. The results showed that there is a causal relationship between the benevolent leadership and organizational happiness in the workplace and organizational outcomes so that any improvement of the level of benevolent leadership will reflect mostly on increasing the level of organizational happiness, and that the positive impact of organizational happiness and over time will encourage individuals and motivates them to increase organizational outcomes of the University of Babylon.

KEYWORDS: Benevolent Leadership (BL), Organizational Happiness (OH), Organizational Outcomes (OO).

INTRODUCTION
This research aims to study of benevolent leadership based on four paradigms of common good in organizational research: Morality, spirituality, positivity, and community. This research is based on the assumption that these four areas of research can provide leadership scholars and practitioners a theoretically sound basis and a wealth of knowledge to create common good in organizations (Karakas, 2009).
There is consensus that, in the context of organizations, people experience emotions and seek personal fulfillment and happiness (Warr, 2007). Therefore, well-being or organizational happiness at work is pointed out as an essential phenomenon for appropriate and competitive organizational functioning (Demo and Paschoal, 2013).

This research makes three key contributions to organizational research and literature: First, the major theoretical contribution is the methodological contribution. Second, is development of conceptual framework and literature review. Third, the empirical contribution is test hypothesis through the exploration of organizational outcomes of benevolent leadership and organizational happiness in organization; namely job performance, organizational citizenship behavior and organizational commitment. Finally, the results indicate positive and significant relationships the benevolent leadership and organizational outcomes through the mediating effect of organizational happiness.

1. Methodology and Research Design

1.1. Statement of Problem

Many studies have proven the likes of (Peyton and Patricia, 2008) (Diener, 2000) (Pillay, 2012) that happiness is the value to the community. The Organizational happiness is a complex and too vague a concept, must be taken into account in the administration's strategy, and between scientists and researchers that (50% - 80%) of our happiness is genetic determinants, and that these genes tend to explain why some people tend to be happier and more optimistic than others who do not feel happiness, sadness, and undoubtedly is the need for organizations, whether public or private to study organizational happiness, and due to its growing importance and implications, whether at the individual level or group or organization as a whole, many of the studies that have addressed the subject as an employee who enjoys high levels of happiness have shown, be more committed and involved in the work and therefore more performance, as well as the impact of happiness on the workers might run into their own lives outside of work in terms of life satisfaction, as well as social engagements and the spirit of friendship (Del Junco, et.al., 2014).

For the purpose of strengthening the organizational levels of happiness while individuals highlights the role of benevolent leadership within the organization. It is suggested (Karakas, 2009, 50-53) that the benevolent leadership positively associated with organizational outcomes, and that the reason for this is due to the belief that he (when staff observed the behavior of the good work in leadership, they become more colleagues to help or contribute
to the public interest, These positive spirals lead to social prosperity. That is why the benevolent leadership will be positively associated with job performance and organizational citizenship behaviors and organizational commitment, and this indicates the existence of a knowledge gap should be studied.

1.2. Research Significance
The importance of research during the two aspects of theoretical and practical as follows.

1.2.1. Theoretical importance.
i. Provide a conceptual framework for research topics three (benevolent leadership and Organizational happiness and organizational Outcomes) through the contributions of writers, researchers and intellectual productions in this area.

ii. The scarcity of studies on the extent researcher science study, which focused on research variables in the model of a hypothetical one and this indicates the existence of a gap should be addressed.

1.2.2. Practical importance:
i. It is one of the rare studies that are interested in the study of search variables in Iraq, according to informed researcher.

ii. Opening the way for other studies to study because of the novelty of the subject on the theoretical and practical level and the lack of Iraqi organizations for such studies.

iii. Given the importance of the higher education sector in Iraq, one of the vital sectors and which has an active role in the events of scientific and social transformations and clear serve the community.

iv. The growing interest of organizations is continuing to seek an Organizational Outcomes to create a higher value.

v. Enables the administrative leadership at the University of Babylon to devise the most important leadership practices and the link between these practices and their happiness in the form of work which leads to increased Organizational their Outcomes.

1.3. Research Objectives
1. Test the correlation between the benevolent leadership and organizational and happiness at the University of Babylon

2. Test the effect of the relationship on organizational leadership benevolent happiness at the University of Babylon
3. Test the correlation between happiness Organizational and organizational Outcomes at the University of Babylon.
4. Test the effect relationship of organizational happiness on the organizational outcomes at the University of Babylon.
5. Test the mediating role for effect the benevolent Leadership on the organizational outcomes through Organizational happiness at the University of Babylon.

1.4. Hypothesized Research Model

![Hypothesized Research Model](image)

**Figure 1: Hypothesized Research Model**

1.5. Research Hypothesis

**Hypothesis 1:** Benevolent leadership and organizational happiness are positivity correlated.

**Hypothesis 2:** Organizational happiness and organizational outcomes are positivity correlated.

**Hypothesis 3:** Benevolent leadership positively influences organizational happiness.

**Hypothesis 4:** Organizational happiness positively influences organizational outcomes.

**Hypothesis 5:** Benevolent leadership positively influences organizational outcomes through the mediating role for organizational happiness.

1.6. Research Measures and Instruments:

Adopted the current research included Likert scale (5-Point) in the questionnaire to measure the response to the sample level, and consisting of (strongly disagree, disagree, neutral, agree, and strongly agree) to measure the research variables, could be clarified in the table (1):
Table (1): Scales of research

<table>
<thead>
<tr>
<th>Main Variables</th>
<th>Sub-Variables</th>
<th>Items</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benevolent Leadership</td>
<td>Ethical Sensitivity</td>
<td>10</td>
<td>Karakas &amp; Emine (2011)</td>
</tr>
<tr>
<td></td>
<td>Spiritual Depth</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Positive Engagement</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Responsiveness</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Organizational Happiness</td>
<td>Positive Affect</td>
<td>9</td>
<td>Demo &amp; Paschoal (2013)</td>
</tr>
<tr>
<td></td>
<td>Negative Affect</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fulfillment</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Organizational Outcomes</td>
<td>Job Performance</td>
<td>6</td>
<td>Hsieh (2012) &amp; Chiang</td>
</tr>
<tr>
<td></td>
<td>Organizational citizenship behavior</td>
<td>7</td>
<td>Yen &amp; Teng (2013)</td>
</tr>
<tr>
<td></td>
<td>Organizational commitment</td>
<td>8</td>
<td>2002) (McCook)</td>
</tr>
</tbody>
</table>

1.7. Population & Sample of Research (Participants)
Spatial society overall is the current research of the University of Babylon and colleges affiliate of (19) College), either human society, most previous studies have shown the propositions theory it is often the responsibility of administrative leaders and managers, Based on this, the human society of the current study represent (staff of managers the University of Babylon and colleges), form our study included all members of the administrative leaders, and the response rate is (171) Participant.

2. Literature Review
2.1. Concept and Importance of Benevolent leadership
This research aims to transfer leadership field to the next level through various research on how leaders behave with kindness and cooperation and create and spirituality and empowerment to effect positive change around them currents collection and this so-called (Benevolent leadership).

It is the subject of benevolent leadership of modern topics in the literature of organizational behavior and organization theory. As eating a lot of researchers this subject after one of the key dimensions to the issue of parental leadership (Paternalistic leadership) that use the policy to control others paternalistic manner in dealing with workers in order to achieve the objectives of the organization (Brown, 2014, p; 201). The concept of benevolent leadership differs from other concepts of leadership, because of the fundamental focus of this kind of leadership to achieve the benefits and advantages, and the results for the common good (the common good), and acting benevolent leaders as agents of positive change in the organization (Karakas, 2009, P; 9). And it refers to the common good of the term co-benefits...
or positive results for all or most of the members of the community. Or conditions and results, and the overall advantages in the social life that are beneficial to the entire community. The concept of benevolent leadership much like the concept of reciprocity, that is, when it receives subordinates interest of their leader, they will do returns this interest to their leader through commitment to work and provide higher performance in order to gain satisfaction commander (Wei Chiu & Jen Huang, 2011, p; 53). The importance of benevolent leadership within organizations through the benefits that can be achieved by benevolent leadership, according to addressed the relevant literature by, as he believes Chen et al., 2008, p; 191)) that the behavior of benevolent her driving positive effects of the concentration of workers in their jobs and that the rise in the concentration levels are the result of benevolent behaviors exhibited by leaders working direction, which in turn stimulates the workers on reciprocity and try to give back to the leaders by increasing their focus to work (Jeng Chou, 2012, p; 66-67).

2.2. Dimensions of Benevolent leadership
The benevolent leadership consists of four dimensions (Karakas, 2009, P; 46) and Walumbwa, et.al., 2008) (Devellis, 1991, as follows.

2.2.1. Ethical Sensitivity: It is one of the oldest forms and dimensions of focus by business leaders through research conducted on the moral values of the leaders. It can model ethics "defined as a moral perspective, which focuses on moral values and principles among business leaders." It is clear that he began the emergence of ethics model is visible through the call to ethics and values in organizations (Kanungo and Mendonca, 1996). And see (Kim et.al, 2002, p; 1073) that the concept of sensitivity moral comes from the moral behavior of self to the leaders and indicates the concept of the behavior of self-morality to "how it feels and thinks people within themselves on ethical issues such as moral values issues" (Han, 1997, p; 222).

2.2.2. Positive Engagement: Model soundly positive about the possibility of leadership in creating and leading positive change in organizations, this model focuses on how to create positive change and transfer of individuals in organizations focused. And that this form is linked to the issue of leadership change in terms of strategic vision, hope and courage and vitality, and organizational transformation. And that the basic disciplines underlying this model are positive psychology, and organizational culture positive, and positive organizational behavior. And it can be defined as those variables that underpin positive
change, which includes positive psychology (basic discipline the original motion that provide inspiration to others) and organizational behavior positive (curriculum-based force's focus on the capacity of the micro-level of organizational behavior) and organizational culture positive (positive movement in organizational sciences) (Karakas, 2009, P; 32).

2.2.3. Spiritual Depth: Signifies spiritual model (spiritual depth) on a new perspective in the field of research and practice of leadership that focuses on understanding the internal and spirituality and natural search for meaning, it seemed the emergence of spiritual depth model through literature that dealt with the spirituality of work (Giacalone & Jurkiewicz, 2003) and spirituality in the literature of leadership (Kriger & Seng, 2005, p; 771), so the foundations that can be seen as building blocks for the spiritual depth of spirituality are at work and spirituality in leadership and wisdom in organizations. And that the basic disciplines that underlie support spirituality model is religion, philosophy, psychology Karakas, 2009, P; 26) and focuses spirituality model on inner strength, thinking, self-awareness, can also be this new model as the so-called spirituality movement (Duchon, 2000, p; 135) This new spiritual dimension embodies the research leaders for simplicity, and meaning in work, to get to places more humane work and self-expression, and creativity, and high levels of interdependence (Marques, Dhiman & King, 2007).

2.2.3. Community Responsiveness: The essence of the model of society is to be the leaders of the social obligations take precedence over economic functions and the production and distribution of goods and generate profits for its shareholders. And be the primary focus of the model community stakeholders and community expectations, which include issues such as quality of life, social welfare, and community service, which must be applied and decisive by the leadership practices and emphasizes community social role of the business model as an important tool for social progress in the community. It stresses the role of the community model corporate leaders in addressing social problems related to education, employment, the environment, medical care, civil rights, and arts and culture, and sustainability. It can be considered social responsibilities to the businessman as a milestone in the early formation of the concept of social responsibility of leaders in organizations (Karakas, 2009, P; 39).

2.3. Concept and Importance of Organizational Happiness
Define the happiness, as "frequent experience of positive emotions" (Lyubomirsky, Sheldon, & Schkade, 2005). The word happiness has appeared in the literature, including multiple titles, permanent happiness, positive impact feature, or self-happiness. During this study, we
will use the term Organizational happiness that occur in the workplace because they are the focus of the study where leading workplaces "Workplace" a decisive role in people's happiness, as it if there is any hope for people to find the general happiness in their daily lives, we must find those Happiness in the workplace. In spite of that work in and of itself, cannot make a person happy, but the person cannot be really happy if it is not happy at work. Therefore, the promotion of mental happiness to the leaders and employees is a good thing in itself; it is also a good way to enhance individual and organizational performance. Indicates (Peyton & Patricia, 2008, EP; 28) that people are more happy advantage of the opportunities available in their work environments as well as their more help to their colleagues at work and more confidence and optimism. He points out that people are less happy is the performance of happy people. According to studies conducted by (Del Junco et al., 2014, p; 6) They point out that the organizations have happy following.

1. Employees are more creative, and able to make positive change.
2. Directs the staff to do (the best possible), not only to solve problems.
3. Encourage teamwork and positive vision.
4. Leaders are working to create a work environment that fosters cooperation within the organization.

2.4. Dimensions of Organizational Happiness

Select each of (Demo and Pascual, 2013), Pascual and Tamayo, 2008) dimensions of organizational happiness in the workplace in three dimensions (positive Affect, negative Affect, and Fulfillment) can clarify these dimensions are detailed as follows.

2.4.1. Positive Affect: emotional effect is "a wide range of emotions facing the people, "The positive affect is (a emotions that come from the fun and excitement and comfort and represents the positive effects and refers to the high happiness) (Paschoal, Demo, 2013, P.4). and define (Green, 2014, P; 12)) that the positive effect is a "show the happy feelings that possible lead to improved performance, such as joy, pleasure and pride, which are reverse the negative impact of the sad feelings.

2.4.2. Negative Affect: The negative affect can be defined as (a emotions that come from anxiety and depression and resentment which represents the negative effects and to drop happiness) (Paschoal, & Demo, 2013: P4). Define (Green, 2014, P; 12) that the negative effects are "a set of behaviors that an individual uses to uphold its own niche on the other workers account or beliefs, or their sense of self-worth, and that negative emotions resulting
from the actions of others and reflect the desire to control the others, or damage to provide them.

2.4.3. Fulfillment: define fulfillment (is a perception that the process related to the development of individuals for their skills and their potential to work and progress in achieving the goals of their lives). It is noteworthy (Baumeister, Roy F, 1987, p; 163) that the pursuits of personal fulfillment become increasingly in society, as well as a legitimate and important part of life. He says (Warr, 2007) that there is an ongoing attempt by managers to attract skills in working and keep them, and that is through the provision of necessary working conditions (Ksaadh and acceptance of patients) and in order to ensure proper performance in work. While find (Waterman et, al. 2008, p; 44) that there is a fundamental different situations lead to the experience of happiness and Fulfillment is one of those basic cases that lead to a sense of the experience of happiness.

2.5. Concept of Organizational Outcomes

The organizational outcomes represent the purpose of the existence of the organization or the results that aspires to achieve in the work environment, and access to, the organizations of interest to individuals and the positive behaviors that lead to increase organizational Outcomes and stay away from negative behaviors that reduce those outcomes operate (Walker, 2000, p.1). The Organizational Outcomes as a group of behavioral and attitudinal Outcomes, which the organization would like to access them in order to achieve organizational success, and thus achieve its objectives in the long term. Include Organizational outcomes (job satisfaction, organizational commitment, job performance, organizational citizenship behavior, creativity and efficiency, job involvement) and adopted by the organizations in order to reduce the number of negative behaviors within the organization (behaviors away, which include rotation and absenteeism and lack of sense of responsibility and a lack of efficiency workers) "(Grawitch & Barber, 2009, p.1)

2.6. Dimensions of Organizational Outcomes

2.6.1. Job Performance: indicates (Davoudi & Allahyari, 2013, p; 137) that the functionality of the workers is an important issue for any organization, and indicates whether the employee is doing well or not. It consists functionality of behaviors performed by employees in their jobs and that are relevant to the objectives of the Organization, and believes that the organization of work has a significant positive impact on job performance.
According to each of the (Bauer & Erdogan, 2010, p: 276-279) to job performance "as a level of performance factors listed in the job description" and that the content of the functionality is different from job to job, including job performance quality and quantity of work done from measures by the employee, and the accuracy and speed with which the work is carried out, the overall effectiveness of the person who leads the job.

2.6.2. Organizational Citizenship Behavior: define (Organ, 1977, p; 46) that "this collaborative effort carried out by the workers or their behavior cooperative innovative, and define (Ensher, et.al., 2001, p.75) organizational citizenship behavior as" conduct informal employee, and engage in voluntarily to help others the benefit of the individual and the organization as a whole.

2.6.3. Organizational Commitment : refers that the organizational commitment is the issue that is gaining great importance over the years, as the management and the owners are very much concerned about the organizational commitment to employees (Imam, et.al., 2014, p; 419). This is because the staff's commitment to the organization is of great importance and has a direct impact on the employee in the organization's performance, as if the staff is committed to the organization they are working high-performance and thus help the organization to gain a more competitive position and achieve greater profitability.

Organizations look for employees as an investment is important and needs to be managed well through a strong emotional motivation, but this should make great efforts in order to help increase the sense of belonging to the employee and thus achieve the object and purpose of the organization, where the commitment to organizational help in predicting the goals and objectives, and improve productivity and reduce absenteeism and turnover in any organization (Imam, et.al., 2014, p; 420).

3. Method of data analysis and hypotheses testing

Hypothesis 1 and 2: Table 2 below demonstrates the correlation coefficient of the dimensions under study. It was found that all the inter-correlations were significant and positive as expected.
Table 2: Correlations of the Sub-Dimensions

<table>
<thead>
<tr>
<th></th>
<th>BL</th>
<th>OH</th>
<th>OO</th>
</tr>
</thead>
<tbody>
<tr>
<td>BL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>171</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OH</td>
<td>.497**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>171</td>
<td>171</td>
<td></td>
</tr>
<tr>
<td>OO</td>
<td>.345**</td>
<td>.322**</td>
<td>1</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>171</td>
<td>171</td>
<td>171</td>
</tr>
</tbody>
</table>

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

The results of correlation coefficients above that the results of the variable search (benevolent leadership (BL), Organizational happiness (OH), Organizational Outcomes (OO)) indicate the presence of their correlations level of significance (0.01), which confirms the acceptance of hypothesis 1 and 2, and this is what contributes to the provision of initial support for research, as well as the findings indicate that the data is valid for conducting other statistical analyzes to test hypothesis, especially the effect on the search.

Hypothesis 3 and 4: Tables (3,4) Results of hypothesis effect analysis, as follows.

Table 3. Regression Weights of the benevolent leadership on Organizational happiness: (Group number 1 - Default model)

<table>
<thead>
<tr>
<th>H.</th>
<th>Path</th>
<th>Estimate</th>
<th>C.R.</th>
<th>P</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>OH   &lt;--- BL</td>
<td>0.743</td>
<td>17.721</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H1a</td>
<td>PA   &lt;--- BL</td>
<td>0.640</td>
<td>16.642</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H1b</td>
<td>NA   &lt;--- BL</td>
<td>-0.484</td>
<td>13.364</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H1c</td>
<td>F    &lt;--- BL</td>
<td>0.552</td>
<td>15.582</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Table 4: Regression Weights of the Organizational happiness on Organizational outcomes: (Group number 1 - Default model)

<table>
<thead>
<tr>
<th>H.</th>
<th>Path</th>
<th>Estimate</th>
<th>C.R.</th>
<th>P</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2</td>
<td>OO   &lt;--- OH</td>
<td>0.713</td>
<td>17.632</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H2a</td>
<td>JP   &lt;--- OH</td>
<td>0.514</td>
<td>15.710</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H2b</td>
<td>OBC  &lt;--- OH</td>
<td>0.582</td>
<td>15.873</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H2c</td>
<td>OC   &lt;--- OH</td>
<td>0.540</td>
<td>15.691</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Hypothesis 5: (Test of mediating role): the results of table (5) showed direct and indirect effect analysis, as follows:
Table 5: Benevolent leadership influences organizational outcomes through the mediating role for organizational happiness

<table>
<thead>
<tr>
<th>H</th>
<th>Path</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
<th>P</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td>OO &lt;----- BL</td>
<td>0.211</td>
<td>0.525</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Ha</td>
<td>JP &lt;--- BL</td>
<td>0.234</td>
<td>0.451</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Hb</td>
<td>OBC &lt;--- BL</td>
<td>0.262</td>
<td>0.437</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Hc</td>
<td>OC &lt;--- BL</td>
<td>0.280</td>
<td>0.410</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

4. CONCLUSIONS AND DISCUSSION

There is a causal relationship between the benevolent leadership and organizational happiness and organizational outcomes so that any improvement of the level of benevolent leadership will reflect mostly on increasing the level of organizational happiness, and that the positive affect of Organizational happiness over time will encourage individuals and motivates them to increase organizational outcomes of the University of Babylon.

The results of the statistical analysis of the existence of a set of conclusions and practical as follows.

i. There is a significant correlation relationship between the benevolent leadership and organizational happiness.

ii. There is a significant correlation relationship organizational happiness and organizational outcomes.

iii. The benevolent leadership positively influences organizational happiness.

iv. The organizational happiness positively influences organizational outcomes.

Shows that staffs of managers University of Babylon was able to employ the benevolent leadership practices in their work so as to enhance organizational outcomes, the results of the analysis showed that the colleges that increase the level of organizational happiness, it is reflected positively in improving organizational outcomes level.

Clear from the results of the analysis that benevolent leadership influences organizational outcomes through the mediating role for organizational happiness.

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