Are Happy Employees Satisfied? A Study Among Employees in the Public and Private Sectors in Oman

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Abstract: Objectives: This study aims at examining happiness at the workplace and its relationship to job satisfaction among employees from Oman's public and private sectors. It also explores the variables that influence happiness at work and job satisfaction. **Methodology**: This study utilized a quantitative research method where specific questionnaires were used to assess happiness at the workplace and job satisfaction. Happiness at Work Scale (HWS) and Minnesota Satisfaction Questionnaire (MSQ) were administered to a convenience sample of 1003 employees from the government and private sectors in all governorates in Oman. The validity and reliability of the scale were also assessed. **Results**: The findings indicated that there was variation in happiness at the workplace due to job location. Findings also showed that the overall job satisfaction was moderate. Job location, and job positions were found to be significant factors that affect job satisfaction. **Recommendations**: This study offered several recommendations including a suggestion to government and private sectors institutions to encourage the organizations to create work environments that promote better moods and positive atmosphere. Additionally, organizations should conduct different types of assessment of job satisfaction in a regular basis to address and identify any areas of improvement.

Keywords: Happiness At Workplace, Job Satisfaction, Public Sectors, Private Sectors

هل الموظفون السعداء راضون؟ دراسة أجريت على موظفي القطاع الحكومي والخاص بسلطنة عُمان

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ملخص: خلفية البحث: هدفت هذه الدراسة الى اختبار العلاقة بين السعادة في بيئة العمل والرضا الوظيفي لدى عينة من العاملين في القطاع الحكومي والخاص في سلطنة عمان. كما هدفت إلى تحديد العوامل المؤثرة على كلا من السعادة في بيئة العمل والرضا الوظيفي. **المنهجية:** اعتمدت هذه الدراسة المنهج الكمي المتمثل في استخدام الاستبيانات لقياس السعادة في بيئة العمل والرضا الوظيفي. حيث تم تطبيق مقياس السعادة في بيئة العمل ومقياس مينوستا للرضا على عينة مكونة من 1003 موظف في القطاع الحكومي والخاص من جميع محافظات السلطنة. ولقد تم التحقق من مؤشرات الصدق والثبات لهذه المقاييس. **النتائج:** أظهرت النتائج وجود علاقة ارتباطية دالة بين السعادة في بيئة العمل ومكان العمل. كذلك أظهرت النتائج وجود مستوى متوسط للرضا الوظيفي. كما أن مكان العمل والمنصب الوظيفي لهما تأثير على الرضا الوظيفي. **التوصيات:** قدمت الدراسة عدة توصيات منها: تقديم اقتراحا لتشجيع مؤسسات القطاعين الحكومي والخاص على تهيئة بيئات عمل تُعزز مزاجًا أفضل وأجواءً إيجابية. إضافةً إلى ذلك، ينبغي على المؤسسات الحكومية والخاصة إجراء أنواع مختلفة من التقييمات من أجل تقييم الرضا الوظيفي بشكل دوري لمعالجة وتحديد أي مجالات للتحسين.

الكلمات المفتاحية: السعادة في بيئة العمل، الرضا الوظيفي، القطاع العام، القطاع الخاص.

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Introduction

Since the onset of the Industrial Revolution, researchers have increasingly focused on different aspects of work such as productivity, work-life balance, and team dynamics. Individuals typically spend around eight hours or more at their workplaces daily, making the work environment a crucial factor influencing their health and psychological well-being. According to Briner (2000), the significant impact that workplace conditions have on individual well-being, emphasizing that a supportive environment can lead to enhanced mental health. Further investigations by Rasool *et al*. (2019), revealed the detrimental effects of toxic workplace environments, which are linked to the emergence of depressive symptoms and decreased productivity among employees. This highlights the urgent need for organizations to address negative workplace dynamics to foster a healthier work culture.

The concept of happiness at the workplace has become a topic of interest nowadays (Awada & Ismail, 2019). According to Rahmi (2018), if employees are happy, they will be productive. As such, organizations should pay more attention to creating the suitable environment for employees to enhance their happiness and productivity at work (Awada & Ismail ,2019; Rahmi, 2018).

Job satisfaction extends beyond individual well-being and significantly impacts organizational productivity. Baruch-Feldman *et al*. (2002) demonstrated that social support in the workplace negatively correlates with burnout while positively influencing both job satisfaction and productivity levels. This reinforces the vital of promoting a supportive work environment to strengthen organizational productivity and job ethics. The nexus of job satisfaction, workplace conditions, and employee well-being is complex and multifaceted. Organizations must prioritize creating a positive work environment to promote health and productivity, eventually profiting employees. Job satisfaction reflects an individual's multifaceted attitude towards their job. It is an emotional state that is related to the appraisal of one's job (Thangaswamy & Thiyagaraj, 2017).

Given that studies have reported different findings on the comparison between public and private sectors in regards to their job satisfaction (Awashreh *et al*., 2024; Bhardwaj *et al*., 2021; Inayat & Khan, 2021), understanding such comparison is significant because of the differences in the nature of their work, work style, remuneration and so on. For instance, employees in the government sector often report higher job satisfaction due to benefits, job security, and structured environments (Awashreh *et al*., 2024). Effective leadership is crucial for fostering a collaborative culture that enhances satisfaction among government employees. Conversely, private sector employees may experience lower satisfaction due to increased pressure and a lack of job security (Inayat & Khan, 2021). However, factors like remuneration and promotion opportunities can significantly impact satisfaction levels in this sector (Bhardwaj *et al*., 2021).

In this study, according to Belias and Koustelios (2014), policymakers should create systemic efforts to organize organizational programs that enhance employees' satisfaction and their motivations towards their jobs. It is approved that happiness was the biggest component of workplace satisfaction (Sarwar, *et al*, 2023), and happiness at the workplace includes job satisfaction (Fisher, 2010). Accordingly, it is significant to search this among the current study sample by examining the relationship between these two variables.

Literature Review

Happiness at workplace: A great deal of research has emphasized the importance of organizational happiness. This is because of the positive impacts of happiness on the employees and organizations. According to Awada and Ismail (2019), happy workers are those who inspire others by their creativity and idea sharing. They can easily adjust themselves for any positive changes acquired by their organization. In addition, happy employees feel more relaxed since they consequently establish work-home balance. Tunsi and Bhalla (2023) asserted that being happy at work affects other aspects of a person's life. So, employees are more likely to reflect that happiness by having good relationships with others in the society. Organizations understand that these employees have emotional needs and economic resources and it is essential to care about their well-being.

Different research showed significant findings regarding workplace happiness. For instance, Joo and Lee (2017) found that employees in South Korea (500 participants) reported feelings of happiness concerning their work. The organizational features were the main attributed factors for employees. In Arab countries such as the United Arab Emirates (UAE), a study conducted by Sergio, et. al (2021) revealed that the majority of employees (n=333) reported feeling happy at their workplace and willing to be positive. This is because of living standards and life satisfaction.

Happiness at workplace and job location: Different types of jobs provide high flexibility and well-being. For example, homeworking has a higher job quality and satisfaction with leisure time (Wheatley, 2020). Working at home is associated with a lower level of net affect and a higher probability of having unpleasant emotions.

Working in the workplace, telework increases stress regardless of whether it is done on weekdays or weekends/holidays. The only beneficial effect is that telework reduces tiredness on weekdays (Song & Gao, 2020).

Job satisfaction: Job satisfaction encompasses the physiological, psychological, and environmental states necessary for fulfilling designated roles. If employees are dissatisfied with their rights, working environment, or the behavior of coworkers and supervisors in decision-making, they may become detached from the organization. Dwaikat (2023) stated that job satisfaction was a key indicator of job performance. Therefore, organizations must ensure a supportive performance environment by upholding employee rights, improving working conditions, and fostering positive interactions among coworkers and supervisors (Albashayreh *et al*., 2019; Taheri *et al*, 2020). Similarly, Kong *et al*. (2018) analyzed research on job satisfaction in the field of hospitality and tourism. A total of 143 refereed journal papers were collected for analysis. Four critical elements were found to be predictors of job satisfaction: organizational, individual, social and family, and psychological factors.

A great deal of research showed significant results about job satisfaction in different workplace settings. For example, Burney *et al*. (2023) examined job satisfaction of 354 physicians in regard to quality of care, ease of practice, relationship with leadership and interprofessional collaboration. They found that 4.3% were not satisfied with their jobs, 36.5% had a moderate level of satisfaction and 59.2% were highly satisfied.

Another study carried by Taheri *et al*. (2020), explored the impact of the working environment on job satisfaction using well-constructed questionnaires for data collection. The study emphasized the need for a focus on

improving job satisfaction through better working environments. It concluded that organizations cannot operate effectively without providing better facilities, highlighting that the working environment is a primary concern for employees. Al Qalhati *et al.* (2020) analyzed job satisfaction among teachers in Oman. It also aimed to examine the motivational influence on teachers' job satisfaction. The survey was conducted on 1,000 respondents using questionnaires. The study showed 41.15% satisfied with their salary and 37.09% dissatisfied with opportunities available for career growth.

Mohammed (2013)'s study found a moderate level of job satisfaction among academic staff working in different facilities of physical education and departments in Yemen. This study also found a strong relationship between job satisfaction and administrative work.

Alrawahi, *et al.* (2019) explored the factors affecting job satisfaction among 77 medical laboratory technologists from different departments in University Hospital in Oman. Focus Group Discussions (FGDs) were used as the primary data collection method. Key factors that were identified and contributed to job dissatisfaction included: workload, promotion and advancement opportunities, relationship with leaders, and professional status (recognition and appreciation). Other factors included salary, coworker relationships, and job security for non-Omanis. Another study by El-Said and Aziz (2022) investigated job satisfaction among Omani hotel employees. They found great dissatisfaction concerning financial reimbursement and limited professional growth.

In Oman, the topic of employee satisfaction has garnered significant attention by researchers. This interest is evident through a range of research efforts that explore various aspects of employee satisfaction across different sectors. These studies focus on understanding the factors influencing employee satisfaction, such as the work environment, leadership, compensation, and professional relationships. This study is the first of its kind in examining job satisfaction in Oman based on a large number of participants from government and private sectors.

Job satisfaction and job location: Job satisfaction across different work settings differs based on location. For instance, urban employees face challenges like commuting stress and high living costs, which can negatively impact their level of job satisfaction (Niebuhr *et al.*, 2022). In contrast, rural employees often enjoy a quieter work environment, enhancing their satisfaction (El-Said & Aziz, 2022). Niebuhr *et al.* (2022) studied the effect of working from home (WFH) on health among 519 German employees. The results showed a higher percentage of weekly WFH was associated with increased stress and autonomy. The results suggested important theoretical and practical implications for organizations and policymakers in managing remote work environments.

Findings also revealed that while functionality at home positively influenced satisfaction, increased remote work hours were linked to higher stress levels, pointing to the complexities of modern work arrangements

Bellmann and Hübler (2021) study aimed to analyze whether working from home improves or impairs job satisfaction and work-life balance, and under which conditions these effects occur. The study employs blocks of influences on job satisfaction and work-life balance, including personal traits, job characteristics, skills, and employment properties. Least angle regression is used for variable selection, and the entropy balancing

approach helps determine causal effects. It investigates imbalances influenced by private or job-related factors, the effects of firm-specific regulations, and whether these impacts occur during leisure time. The overall findings showed that no clear effects of remote work on job satisfaction were found; however, the impact on work-life balance was generally negative, imbalances conditioned by private interests were not corroborated, while job-conditioned features did have an effect and employees working from home reported higher job satisfaction compared to those desiring to work from home, and the work-life balance was not worse under strict contractual agreements compared to non-binding commitments.

Job satisfaction and job positions: Job position significantly affects employees' satisfaction. Employees in managerial roles typically report higher satisfaction due to greater control and better pay (Burney *et al.*, 2023). Conversely, entry-level employees often experience lower satisfaction due to limited responsibilities and fewer growth opportunities (Al Qalhati *et al.*, 2020; Alrawahi *et al.*, 2019).

A study conducted by Awashreh, *et al.* (2024) among employees from different public agencies to examine the relationship between job position and job satisfaction. This study focused on leadership within Oman's Ministry of the Interior, demonstrating that effective leadership strategies directly correlate with higher employee satisfaction levels. Their findings emphasize the necessity for improved communication and employee participation in decision-making, which can enhance the overall work environment. Similarly, Burney *et al.* (2023) explored job satisfaction among physicians, identifying quality of care and inter-professional relationships as significant contributors. Their study highlighted that a majority of physicians reported high satisfaction, underscoring the importance of supportive work conditions in healthcare settings.

Happiness at workplace and job satisfaction: Different studies were conducted to explore the relationship between employees' happiness and their job satisfaction. For instance, a study conducted by Sarwar, et.al (2023) among 446 employees in India revealed that workplace happiness was the biggest component of workplace satisfaction. Erselcan and Ozer (2023) asserted that if employees are happy at work, job satisfaction is more reflected in their performance. The sample of this study consisted of 409 employees from Italy and 550 employees from Turkey. In addition, after investigating different research, Chang (2024) asserted that when employees' mental health and well-being increase, their job performance and satisfaction naturally increase.

Oman's economy has traditionally relied on the public sector; however, rapid population growth has necessitated a stronger focus on expanding the private sector. As the public sector, historically the main employer of Omani nationals has reached saturation, national efforts have turned toward increasing private sector participation to accommodate the growing labor force. This imbalance was evident in the 1993 census, which revealed that 75% of employed Omanis worked in government positions, while expatriates occupied 85% of private-sector jobs (Al-Lamki, 1998). Consequently, Oman's Vision 2020 set a strategic objective to strengthen and expand the private sector's role as a key driver of economic growth and national development. The vision highlights the private sector's critical function in fostering economic diversification, development, and long-term sustainability (Al Amri & Marey-Perez, 2021; Al-Lamki, 2005).

In the existing literature, happiness has been acknowledged as a factor with significant implications for both individuals and organizations (Awada & Ismail, 2019; Joo & Lee, 2017; Sergio, et. al, 2021). Nevertheless, most prior research has addressed happiness primarily from a philosophical perspective rather than from a managerial standpoint (Kirpik, 2020), particularly within collectivist contexts such as Omani culture. Furthermore, studies in the management field have paid limited attention to the concept of well-being through a psychological lens, thereby revealing a critical research gap. To address this gap, the present study serves as an initial effort to incorporate happiness into the framework of human resource management. In addition, it provides valuable directions for future research by identifying key areas where the study of happiness may yield meaningful contributions.

Most studies as shown previously examined concept of happiness and job satisfaction within Western context, therefore, this study will serve as a new contribution to Arabic literature in general and Omani in particular, shedding light on the concept of job satisfaction and its relationship with various factors such as gender, work level, Job type and salary. It is expected that the study will enrich academic discourse on job satisfaction and identify the influencing factors, providing a comprehensive theoretical framework that compiles information gathered from existing literature and previous studies.

Additionally, this study will contribute to providing reliable measurement tools for job satisfaction within the Omani context, enabling researchers and policymakers to use them in future studies or in assessing levels of job satisfaction among employees. It will equip relevant organizations with essential information regarding the factors affecting job satisfaction, allowing them to make informed decisions to improve workplace environments and enhance employee well-being. By linking job satisfaction to various factors, the study aims to offer practical recommendations for managers and decision-makers to develop strategies that foster employee satisfaction, ultimately reflecting positively on productivity and overall organizational performance.

Study Problem

Happiness at the workplace is a significant variable in job culture. This construct is linked with job satisfaction as documented in literature (Erselcan & Ozer, 2023; Sarwar, et.al, 2023). Job satisfaction is considered as the most complex area that faces managers (Singh & Jain, 2013). A great deal of research asserted that job satisfaction in different workplaces can be determined by different factors. For instance, financial competencies, training opportunities, relationships with colleagues, work environment, psychological factors such as anxiety, stress and burnout as well as promotion and the office physical environment and the psychosocial job characteristics. (El-Said & Aziz, 2022; Khan *et al*., 2017; Rusli *et al*. 2008; Sarabi *et al*., 2020; Taheri *et al*., 2020). Thus, understanding what makes workers satisfied is significant. As such, factors such as a good work environment and good job conditions can increase the employee's satisfaction (Singh & Jain, 2013). This is because employees' satisfactions affect organization success (Khan *et al*., 2017). Additionally, feeling satisfied in work results in a high quality of performance, productivity and high profits (Singh & Jain, 2013).

Given the fact that addressing job satisfaction results in productivity and good profits, this paper aims to examine the level of job satisfaction among Omani employees. It also explores the differences in job satisfaction based on various demographic and occupational factors (work style, job location, job position).

This research will focus on Omani employees across various sectors and job types, utilizing a quantitative approach to gather data through surveys. The scope includes examining demographic variables such as gender, work level and salary, providing a comprehensive understanding of factors influencing job satisfaction in Oman. The findings aim to contribute to the existing literature on job satisfaction and inform organizational practices to enhance employee well-being in the region.

This study examines the following questions:

1. Are there any differences in happiness at work due to job location?

2. What is the level of job satisfaction, and if there are differences in job satisfaction due to job location and job position?

3. Is there a relationship between happiness at work and job satisfaction among employees?

4. To what extent do the dimensions of happiness at work (Eudaimonic side of the happiness and hedonic side of the happiness) predict employees' job satisfaction?

Method

Study Design: This study used a quantitative research method where specific questionnaires were used to collect data about happiness at the workplace and job satisfaction.

Sample: The study is based on convenient sampling. It consisted of 1003 employees in Oman. Approximately 67% were from the public sector, and 33% worked in the private sector. The characteristics of the selected samples. The sample included 508 (50.6) males and 495 (49.4) females (M_{age} = 38.37 years; SD_{age} = 8.06 years). The employees differ in the educational levels as 213 held a postgraduate degree, 621 a bachelor's degree, and 169 a secondary certificate. The monthly income varied as follows: 11.4% had an income less than 500, 37.9 % their income ranging between 500 and 1000, and 50.7% earned more than 1000 Rials. Regarding employment type, 795 participants worked full-time, and 208 worked part-time. A total of 740 worked in supervisory jobs, and 263 worked in non-supervisory jobs.

Measures: Two scales were used: The Happiness at Work Scale (Del Junco *et al.*, 2013) to assess happiness at the workplace and Minnesota Satisfaction Questionnaire (MSQ) to measure employees' satisfaction. The Happiness at Work Scale consists of 15 items with two subscales: the eudaimonic (8 items) and hedonic (7 items). The response rates range from 1 strongly disagree to 7 strongly agree. The scale showed strong reliability. The reliability of the total scale (α = 0.933) and the two subscales: Hedonic Side of Happiness (HSH): α=0.876 and Eudemonic Side of Happiness (ESH): α = 0.913) indicate adequate reliability (See Appendix A).

Minnesota Satisfaction Questionnaire (MSQ) comprises three subscales: Intrinsic (JSS Int), extrinsic (JSS Ext), and general (JSS Gen (Weiss *et al.*, 1967). The intrinsic dimension includes work conditions, where extrinsic satisfaction refers to environmental conditions. General satisfaction is the sum of the first two working conditions and coworkers (Schriesheim *et al.*, 1993). Respondents rated the items on a 5-point Likert-type scale ranging from 1 very dissatisfied to 5 very satisfied. Buitendach and Rothmann, (2009) reported Cronbach for the subscale were as follows: 0.82 for extrinsic, 0.79 intrinsic, and 0.86 general job satisfaction. In the present study, Cronbach for the total items (20) was .936. The alphas for the subscales were as follows: .892 intrinsic (11 items), .892 external (5 items), and general 0.780 (4 items). The total score for each item is 5 and the lowest is 1. Any scores between 1 and 1.79 are considered low, while 1.8 and

2.59 are considered lower than the moderate. The scores between 2.6 and 3.39 are considered moderate, scores between 3.4 and 4.19 are considered above the moderate and 4.2 to 5 are considered high.

Ethical approval: The approval and clearance for this study were obtained from the research committee. Participation was voluntary and personal information was not requested. Participants were informed with the statement written on the questionnaire that collected data would be used only for this study and therefore confidentiality was protected.

Procedure: Happiness at the workplace and job satisfaction scales were first translated in Arabic. Then back translation was done to ensure the accuracy of the language. No error was deducted. The scales were checked for their validity as it was assessed by five academics and professionals in the field of psychology. No feedback was given in regards to the items. The scales were distributed through Google form email.

Results

Happiness at workplace and job location: Analysis indicated significant differences in the happiness of employees based on their work location. As it shows in (table 1), employees working near their homes reported significantly higher scores on the eudaimonic side of the happiness dimension of the HWS (M = 4.77, SD = 1.33) compared to those working far from home (M = 4.45, SD = 1.34), t(1001) = 3.541, p < 0.001. For the hedonic side of the happiness dimension, nearby home employees had a mean of 4.94 (SD = 1.52) versus 4.34 (SD = 1.65) for those farther away, t(1001) = 5.671, p < 0.001.

The overall happiness at the workplace also showed significant differences, with nearby employees reporting an average of 4.86 (SD = 1.37) compared to 4.39 (SD = 1.43) for those

working farther away, t(1001) = 4.900, p < 0.001.

General job satisfaction in Oman: Table (2) showed a moderate level of overall job satisfaction (M=3.36, SD=0.79). Internal Satisfaction had the highest level (M=3.55, SD=0.75), while General Satisfaction had the lowest (M=3.15, SD=0.95).

Sociodemographic variables and job satisfaction: An independent sample t-test was conducted to examine the differences in job satisfaction levels among employees working nearby home and far from home. Table (3) shows the results of the independent samples t-test.

In terms of internal job satisfaction, results showed significant differences. Nearby employees had a mean score of 3.59 (SD = 0.75) versus 3.46 (SD = 0.73) for those farther away, t(1001) = 2.706, p = 0.007. The results of general job satisfaction also showed significant differences as the mean was 3.21 (SD = 0.92) for those nearby compared to 3.01 (SD = 1.00) for those farther away, t(1001) = 3.169, p = 0.002. For external job satisfaction, the means were 3.43 (SD = 0.95) for nearby employees and 3.25 (SD = 0.94) for those far away, t(1001) = 2.700, p = 0.007. Overall, JSS showed a mean of 3.41 (SD = 0.78) for those nearby and 3.24 (SD = 0.80) for those farther away, t(1001) = 3.198, p = 0.001.

An independent samples t-test was conducted to examine the differences in job satisfaction levels among supervisory employees and non-supervisory employees (table 4) presents the means, standard deviations, and the results of the independent samples t-test as it shows.

In terms of job satisfaction, significant differences emerged. Supervisory employees (M = 3.69, SD = .72) reported significantly higher internal satisfaction than non-supervisory employees (M = 3.50, SD = .75),

t(1001) = -3.46, p = .001. Similarly, supervisory employees (M = 3.37, SD = .96) showed greater general satisfaction compared to non-supervisory employees (M = 3.07, SD = .94), t(1001) = -4.45, p < .001. External satisfaction was also significantly higher for supervisory employees (M = 3.47, SD = .87) relative to non-supervisory employees (M = 3.33, SD = .97), t(1001) = -2.05, p = .040. Finally, for overall job satisfaction, supervisory employees (M = 3.51, SD = .74) scored significantly higher than non-supervisory employees (M = 3.30, SD = .80), t(1001) = -3.68, p < .001.

Relationship between happiness at work and job satisfaction: Analysis of Pearson correlation coefficients showed significant positive relationships between happiness at work and job satisfaction. As it shows in (table 5), Happiness at Workplace Scale (HWS) showed a strong correlation with the Job Satisfaction Scale (JSS), with an overall correlation coefficient of r=.807, p<0.01.

Concerning the dimensions of Happiness at Workplace Scale and Job Satisfaction Scale, the correlation detailed below: The eudaimonic side of the happiness (ESH) dimension correlated with the job satisfaction scale dimensions as follows: internal satisfaction (r=.724, p<0.01), general satisfaction (r=.685, p<0.01), and external satisfaction (r=.757, p<0.01). Additionally, the hedonic side of the happiness (HSH) dimension also exhibited positive correlations with the JSS: r=.747, p<0.01 for overall satisfaction, r=.712, p<0.01 for internal satisfaction, r=.645, p<0.01 for general satisfaction, and r=.665, p<0.01 for external satisfaction. These results highlight the significant interconnections between workplace happiness and job satisfaction, indicating that enhancements in both the job environment and individual work aspects can lead to increased job satisfaction levels among employees.

Prediction of Job Satisfaction from Happiness at Workplace Dimensions: To further examine the relationship between workplace happiness and job satisfaction, a multiple regression analysis was conducted with the Job Satisfaction Scale (JSS) as the dependent variable, and the two dimensions of the Happiness at Workplace Scale (HWS)— eudaimonic side of the happiness (ESH) and the hedonic side of the happiness (HSH) as predictors. The regression model was statistically significant, F(2,1000) = 994.03, p < .001, and explained 66.5% of the variance in job satisfaction (R² = .665). Both predictors contributed significantly to the model. The eudaimonic side of the happiness (ESH) dimension showed a stronger predictive effect (β = .593, t = 17.93, p < .001) than the hedonic side of the happiness (HSH) (β = .253, t = 7.65, p < .001). These findings indicate that both aspects of workplace happiness significantly predict employees' satisfaction levels, with the work environment dimension emerging as the more influential factor. Employees who perceive their work environment as supportive, positive, and engaging tend to report higher levels of overall job satisfaction.

Discussion

This study found that employees who work close to their homes reported significantly higher levels of happiness with their work environment. This finding is consistent with Wheatley (2020), who noted that mobile work provides increased space and time flexibility along with higher job satisfaction. Furthermore, people who work remotely feel a sense of autonomy in their work (Mehta, 2021). Indeed, commuting experiences tend to be mostly positive or neutral. Contributing factors may include the physical benefits of walking or cycling, and the way short commutes create a transition buffer between work and personal life. For longer commutes, engaging in social or entertainment activities can enhance positive

feelings or help offset stress and boredom (Olsson *et al*., 2013).

The result of the current study showed a moderate level of overall job satisfaction among employees. A study conducted on nursing in Oman reported similar findings (Al Maqbali, 2015). Similarly, Bhardwaj *et al*. (2021) reported moderate levels of satisfaction at work. Furthermore, Sarabi *et al*. (2020) and Awashreh *et al*. (2024), documented a decline in job satisfaction levels, Similarly, Inayat & Khan (2021), found a positive relationship between job satisfaction and performance. They also reported moderate satisfaction levels among healthcare workers. However, Hans *et al*. (2013) reported that 60% of the middle-level management were dissatisfied with their jobs in semi-government organizations in Oman. This is due to the fact that some factors play vital roles in job satisfaction, but there are also potential areas for improvement (e.g., the nature of work, salary, supervision, co-workers, and promotion). These organizational factors can be motivators that value staff recognition and rewards. Some workplaces rely on flexible working hours that help increase productivity among employees. Employees feel a sense of support and encouragement (Al Maqbali, 2015; Diaz & Lara, 2025; Hans *et al*., 2013).

The current results revealed that employees who work near their jobs reported a high level of job satisfaction while those who live far away from their work had less feelings of satisfaction. Indeed, empirical findings are mixed depending on context and commuting distance. For instance, some researchers documented a small and negative relationship between commuting time and job satisfaction (Janssen, 2017). Additionally, Fallahi and Mehrad (2015) noted that housing quality and neighborhood conditions significantly impact job satisfaction, reinforcing the notion that living arrangements are crucial factors.

Consequently, organizations should prioritize strategies to alleviate commuting challenges

The findings of this study found a significant difference in overall job satisfaction between supervisors and non-supervisors. The results are consistent with previous research, reporting differences between the supervisors and non-supervisors on job satisfaction. Supervisors benefited from higher autonomy in doing tasks which contributed to their job well-being, life satisfaction, and job satisfaction (Zubr *et al*., 2023). Likewise, supervisors in hospitality management revealed higher job satisfaction than non-supervisors (Andrade *et al*., 2021). Other researchers attributed the differences in job satisfaction between supervisors and non-supervisors to job autonomy, the value of one's job to society, and schedule flexibility (Andrade *et al*., 2021). This can be explained by the fact that middle-level management in Oman demonstrated high internal locus of control (Hans *et al*., 2013). However, as highlighted by El-Said and Aziz (2022), inadequate financial compensation and career advancement contribute to low levels of job satisfaction. Additionally, stress-related symptoms negatively influence job satisfaction (Niebuhr *et al*., 2022).

This study found a significant positive relationship between happiness at the workplace and job satisfaction. Supporting this, Fisher (2010) emphasized that happiness at work, encompassing emotional well-being, engagement, and meaningfulness, is a strong predictor of job satisfaction. Further, employees experiencing higher levels of happiness tend to report greater satisfaction with their roles, organizational commitment, and lower turnover intentions. These findings support previous research that reported workplace happiness as the most significant factor influencing job satisfaction (Erselcan & Ozer, 2023; Sarwar *et al*., 2023). Additionally, this study found 66.5% of happiness at work

explained the variance in job satisfaction. This indicted the importance of happiness in enhancing job satisfaction This result is consistent somehow with other findings documented that job satisfaction explained 19% of variance in happiness at workplace (Uzun *et al*., 2020).

Conclusion

The results suggest working close to home increases positive mood emotion. Based on the findings of this study, organizations are encouraged to create a suitable work atmosphere that fosters a joyful mode. Fostering work-life integrations can significantly improve overall employee well-being. Therefore, implementing employee engagement programs designed to increase involvement in decision-making processes helps organizations to be more effective. Further, by fostering feedback and active participation, employee's dignity will be enhanced. This in fact helps increase their self-satisfaction. In addition, organizations should consider employees who live far away from their home by offering a flexible working system (on line).

According to the findings of the current study on the level of job satisfaction, policy makers should consider developing work and professional regulations to ensure great job satisfaction among and create a positive and supportive environment that prioritizes inclusivity, respect, and open communication. In addition, regular assessments of job satisfaction should be conducted on a regular basis using surveys and assessments to gauge employee job satisfaction and identify areas needing improvement. Further, supervisors had a higher level of job satisfaction compared to non -supervisory. As such, supervisors are supposed to consider their employees satisfaction by implementing open and honest communications with them.

Theoretically, studies are recommended to focus on searching about job satisfaction across different industries in Oman and influence of career advancement opportunities on job satisfaction in Omani organizations. Further studies should examine the causality relationship between happiness at the workplace and job satisfaction.

Limitations

The study has several limitations. Temporally, it relies solely on data gathered in 2025, which restricts the capacity to analyze trends over an extended period. Geographically, although the research covers multiple governorates in Oman, this wide scope might miss specific local factors affecting satisfaction. Additionally, while the study seeks to determine employee satisfaction levels and related factors, it may not fully consider all possible influences, including individual personal circumstances or wider economic conditions. Additionally, the limited scope of factors considered may neglect important cultural dynamics, such as societal norms and values that affect employee satisfaction. Response bias is another concern, as participants with strong feelings—either positive or negative—may be more inclined to respond, skewing the results. Furthermore, the study may not adequately explore how managerial styles and behaviors impact job satisfaction, which can vary significantly across departments.

List of Abbreviations

– ESH: Eudaimonic Side of Happiness
– HSH: Hedonic Side of Happiness
– HWS: Happiness at Work Scale
– JSS: Job Satisfaction Scale
– JSS Ext: External Satisfaction
– JSS Gen: General Satisfaction
– JSS Int: Internal Satisfaction
– MSQ: Minnesota Satisfaction Questionnaire
– WFH: Working from Home

Disclosure Statement

The authors declare that they have no relevant or material financial interests that relate to the research described in this paper

- **Ethical approval and consent to participate:** In accordance with the Declaration of Helsinki, this study was approved by the Institutional Review Board (Deanship of Scientific Research), Sultan Qaboos University. Informed consent to participate was obtained from all of the participants in the study.

- **Availability of data and materials:** The datasets generated and/or analyzed among the authors of this study. However, data are not publicly available except on request from the corresponding author.

- **Author contribution:** All authors have contributed to the work and approved it for publication.

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