

Assessing the Impact of Empowering Leadership on Organizational Happiness at Northern Technical University Presidency

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Abstract - The leadership style of modern organizations greatly influences the attitudes, behaviors, and performances of organizational members. One of the latest approaches of leadership is empowering leadership which has recently attracted much attention because of its influence on increasing participation, autonomy, and motivation of employees. In this study, the effects of empowering leadership on organizational happiness of employees at the Presidency of Northern Technical University will be examined. Descriptive-analytical method will be applied to investigate the association between the research variables. The population size was set at 539 individuals who worked as employees at the university presidency. For this reason, a purposeful sampling approach will be used in which only the employees having an educational background of technical diploma or above would be included without considering high-ranking positions within the organization. Analysis was done in SPSS version 26 and AMOS version 24 in order to determine the descriptive statistics and to prove the proposed hypotheses. The results show that the concept of empowering leadership, whether as a general construct or as specific aspects, has a statistically significant effect on organizational happiness. Of the various aspects of empowering leadership, improving the meaning of work, increasing the involvement in decision making, showing faith in employee competence, and offering freedom from the bureaucratic system were found to have made notable contributions towards making employees happy at their jobs. Therefore, empowering leadership is a good way for managers to enhance organizational happiness. Based on these conclusions, it can be recommended that managers practice more self-monitoring, involve employees in organizational

activities, exercise less authoritarianism, and decentralize decision-making processes.

Keywords: Empowering Leadership, Organizational Happiness, Employee Well-Being, Participation in Decision-Making, Workplace Autonomy, Higher Education Institutions, Organizational Behavior

I. INTRODUCTION

Leadership is the primary driver of organizational success or failure. In times of crisis, shortcomings are often attributed to leadership, which is responsible for directing resources and managing internal and external factors. In the pursuit of organizational prosperity, academic institutions stand out as a cornerstone of civilizational progress. The history reveals that enhancing the quality of employee performance within universities improves national competitiveness and international position (Khajeh, 2018). Within the current positive management approaches, "empowering leadership" became recognized as a successful type of leadership that concentrates on the involvement of staff members into decision making processes, increasing self-confidence among workers, and making them more responsible for their actions, thus improving performance and skills of the personnel (Zhang & Zhou, 2014).

This strategy attempts to remove feelings of helplessness from employees, replacing them with an intrinsic drive to accomplish organizational objectives effectively. With such

an approach in mind, contemporary organizations have introduced the term "organizational happiness," which serves as a means of solving workplace issues and establishing a stable working atmosphere. It was found that people who were happy in their work were highly creative, flexible, and cooperated well with colleagues compared to unhappy people whose work performance was much poorer.

With this premise in mind, the present study tries to emphasize the significance of empowering leadership in establishing organizational happiness in Northern Technical University Presidency to develop a scientific understanding of the issue.

Recent studies still underline the importance of empowerment and support for creating favorable outcomes in organizations and ensuring employees' well-being. That an effective leadership in institutions positively impacts organizational commitment and encourages ethical behavior in workplaces of academic institutions (Danso & Opoku, 2025). Likewise, leadership plays a significant role in achieving good organizational performance especially if combined with managerial innovation (Misra, 2025). In regards to improving the skills of employees, leadership is important for fostering participation and empowering employees in order to stimulate their creativity (Asfour et al., 2025). Moreover, stated that psychological empowerment is an important link between management commitment and job performance of employees in academic institutions (Aydogdu, 2025). Finally, other research works that focus on the topic of employee well-being have become popular recently. Thus, emphasized the necessity of providing a supportive organizational environment as a means to stimulate hope, justice, and satisfaction among employees, whereas highlighted the necessity of implementing empowering leader behaviors for boosting employees' motivation and well-being (Liu, 2025). Overall, all above studies prove that empowerment is crucial for organizational success.

The rest of this paper is structured as follows. The theoretical framework and relevant literature on empowering leadership and organizational are discussed in Section 2. Section 3 analyzes the Practical Aspect, along with hypothesis tests. Finally, conclusions are made in Section 4.

II. THE SECTION 1

First, the Research Problem

Some have a contradictory view of dedicating the study of organizational happiness in the work environment as a result of the chaos and disturbances witnessed in the current stage, as witnessing the worst economic stage that the world has gone through since the Great Depression in 1930, which contributed to the rise in unemployment rates in many countries. There is no doubt that all organizations, whether public or private, need to adopt the dimensions of

organizational happiness, given their importance in achieving organizational excellence and success, as well as in enhancing employees' comfort. However, many local organizations remain uninterested in achieving happiness in their work environments, which is a major problem. When organizations seek economic wealth, social and psychological goals are overlooked, which negatively affects employees' happiness. Many reports, including the United Nations report, the third survey of happiness and satisfaction indicators among peoples for 2021, indicated that Iraq is not among the happy nations. The absence of happiness will have many negative effects on organizations, including feelings of depression, anxiety, and dissatisfaction. Based on the above, the study's problem emerged from an attempt to enhance organizational happiness, especially in the Iraqi university sector, which constitutes the backbone of many fields and lacks indicators such as job stability and employee mental health. This necessitates that the administration of these universities works on adopting the dimensions of empowering leadership, which is considered essential for successful leadership due to its important role in supporting employees, involving them in decision-making, trusting them, and making them feel that an integral part of the organization and that valued and respected. Based on the above, the problem that this study is addressing can be stated like this: (Is achieving organizational happiness in the organization under study contingent upon adopting the dimensions of empowering leadership?) Furthermore, a set of research questions expressing the problem addressed in this study can be stated as follows:

1. Do the administrative leaders in the organization under study possess the dimensions that reflect empowering leadership?
2. Do the employees in the organization under study feel happy?
3. Does empowering leadership contribute to achieving organizational happiness?
4. To what extent are the two study variables (empowering leadership and organizational happiness), with their sub-dimensions, important to the nature of the work of the organization under study?

Second: The Importance of the Research

The importance of this research comes from the following:

1. The results of this study can help leaders in the organization under investigation identify areas where organizational happiness is low, thus empowering them to develop proposals to improve organizational happiness.
2. The importance of this research arises from the significance of the higher education sector and the vital role Iraqi universities play in shaping and developing the intellectual foundation of human

societies. Furthermore, the researchers' personal interest stemming from their affiliation with the organization under investigation contributes to a deeper understanding of the research topic and fosters their desire to achieve the highest levels of workplace happiness.

Third: Study Objectives

1. To draw the attention of managers in the organization where the study was conducted to the important role of empowering leadership in improving administrative work and increasing employee motivation in the workplace.

2. To highlight the importance of achieving happiness at the organizational level and how these mechanisms can be utilized to impact performance positively.
3. To understand how empowering leadership affects organizational happiness within the organization being studied.

Fourth: Research Hypothesis

Fig. 1 illustrates the model adopted by the study.

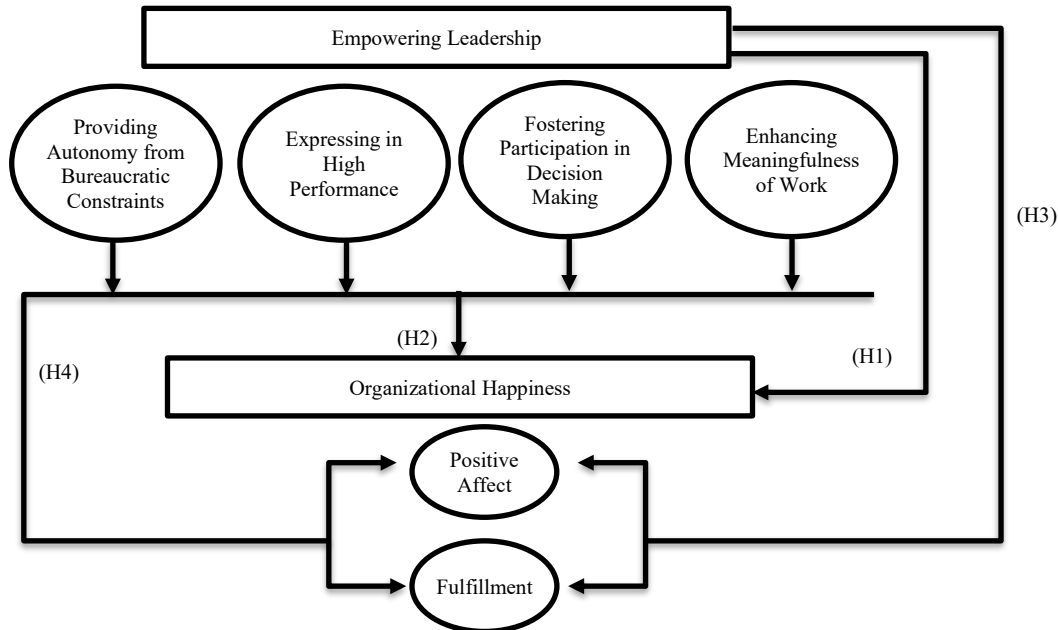


Fig. 1 Study Plan

Source: Produced by the researchers

Fifth: Research Hypotheses

To test its framework, the study used a group of hypotheses like this:

First Main Hypothesis (H1): In the organization where the study took place, there isn't a noticeable impact of the overall aspects of empowering leadership on the overall aspects of organizational happiness.

Second Main Hypothesis (H2): In the organization studied, the individual aspects of empowering leadership do not have a noticeable impact on the collective aspects of organizational happiness.

Third Main Hypothesis (H3): In the organization where the study took place, the overall level of empowering leadership did not have a major impact on the individual aspects of organizational happiness.

Fourth Main Hypothesis (H4): In the organization where the study took place, there isn't a noticeable impact of

individual aspects of empowering leadership on individual aspects of organizational happiness.

Sixth: Study Population and its Sample

The Presidency of the Northern Technical University was selected as the field of study, and the population under study comprised all employees in the Presidency, totaling 539. The study sample was purposive, as the questionnaire was distributed to employees who hold certificates (Technical Diploma or higher), excluding senior leadership positions, so that the sample was 434. The questionnaire was distributed to (200) employees, of which (192) questionnaires were returned, and (183) were valid for analysis.

Data Analysis and Parameter Settings

The gathered data was analyzed by means of using SPSS version 26 and AMOS version 24. In this regard, descriptive statistics such as arithmetic mean, standard deviation, relative importance, and t-tests were applied in order to

identify the availability and significance of the variables included in the study. Five-point Likert scale, which is rated from 1 (Strongly Disagree) to 5 (Strongly Agree), was utilized throughout the questionnaire. Hypothetical mean score of 3.00 was used in order to determine how respondents perceive their answers. In the analysis of data, statistical significance was set at 95% confidence level ($\alpha = 0.05$), and in accepting or rejecting the hypotheses, p-values and critical ratio (C.R.) were used. With regard to Structural Equation Modeling (SEM), any p-value less than 0.05 and C.R. greater than ± 1.96 will signify significant associations among the latent variables. Coefficient of Determination (R^2) will be used in determining how good is the explanatory capability of the research model.

Ethical Considerations

The current research adheres to the generally accepted norms of ethics for social scientific research. The participation of the respondents was strictly voluntary, and were fully aware of the nature of the research before answering the questionnaire. The participants were also told that the information obtained from them would only be used for academic purposes and kept anonymous and confidential throughout the process. Any personal information that could have allowed the identification of the participant was not collected, and all information was processed as anonymized. In addition, the respondent had an opportunity to refuse to participate in the research at any point.

Seventh: Research Workflow and Statistical Procedure

The research was conducted through a systematic workflow consisting of the following steps:

Step 1: Research Design and Instrument Development

Descriptive-analytical design was chosen for this study. A survey was prepared using scales used in other studies on empowering leadership and organizational happiness.

Step 2: Sample Selection and Data Collection

The population of this study included 539 individuals who were working at the Presidency of Northern Technical University. Purposive sampling was used, taking into consideration that only those who had technical diploma education levels and above were considered, but not the managerial levels. A total of 200 questionnaires were distributed, and 183 were returned.

Step 3: Data Screening and Preprocessing

The filled questionnaires were examined to determine any missing or inconsistent responses. Questionnaires that did not satisfy the criteria for validity were discarded, and the others were analyzed using the statistical software. Data quality was verified for use in statistical analysis.

Step 4: Descriptive Statistical Analysis

Arithmetic means, standard deviations, Relative Importance Value (RIV), and ranking were used as descriptive statistics to evaluate the availability and importance of the variables studied and their dimensions.

Step 5: Significance Testing

One-sample t-test was performed to test whether there was a significant difference between the obtained sample mean and the expected mean of 3.00 on the five-point Likert scale. This significance test was performed using $\alpha = 0.05$ level of statistical significance.

Step 6: Structural Model Testing

AMOS Version 24 was used to perform an evaluation of the proposed research model and analyze the significance of the direct relationships between the variables. Regression coefficients (β), Critical Ratios (C.R.), p-value, and R squared were used for the same purpose.

Step 7: Hypothesis Evaluation and Interpretation

The results of the statistical tests were analyzed to verify the four main hypotheses of the study regarding the contribution of empowering leadership to organizational happiness.

III. SECTION 2: THEORETICAL ASPECT

First: The Concept of Empowering Leadership: This is a modern leadership style in which leaders empower employees to participate in work-related decisions, provide continuous positive support, motivate them, and grant them freedom. This plays a role in increasing employee productivity and reducing negative feelings and emotions experience while in the organization (Xin et al., 2020). empowering leadership as the process of involving employees in decision-making through decentralization, granting them more authority and independence at work, expressing confidence in them and their abilities, removing all obstacles face in their workplace, and freeing them from bureaucratic constraints. This is fundamental to motivating employees to perform their work efficiently (He, 2023).

Second: The Importance of Empowering Leadership: The empowering leadership variable has gained significant importance in organizational behavior over the past few years (Arslan & Polat, 2017). Argues that the importance of empowering leadership lies in the following:

1. It provides an opportunity for the effective participation of all employees.
2. It strengthens relationships between managers and employees within the workplace, based on the principles of loyalty and trust.
3. It reduces administrative hierarchies to increase the speed of decision-making.

Third: Dimensions of Empowering Leadership: Most studies agree that the key aspects of empowering leadership include: making work more meaningful, encouraging people to take part in decisions, supporting high performance through expression, and helping individuals move beyond traditional work limitations (Mehryar & Golparvar, 2015; Khan et al., 2025; Kim & Beehr, 2021). These dimensions will be adopted in the current research and explained as follows:

1. **Enhancing the Meaning of Work:** views this as employees' feeling that their work has value (Boussalem, 2014). If it lacks value, it will lead to their apathy, negatively impacting their job performance and motivation. Indicate that this dimension reflects managers' ability to support their employees in understanding their roles and contributing to the organization's success by adopting a variety of methods, including setting inspiring organizational goals and linking employees' jobs and tasks to organizational values (Bacalzo & Nuevo, 2025).
2. **Fostering participation in decision-making:** indicates that organizations adopting this dimension empower employees to contribute their ideas, which can improve working conditions and enhance job satisfaction (Nafei, 2018). Employee participation in decision-making increases their sense of importance within the organization and their contribution to organizational success. Also noted that leaders encouraging their employees, involving them in decision-making, and urging them to contribute to the workplace increases their sense of self-efficacy, responsibility, and value to their organizations (Adeel et al., 2018).
3. **Expressing in high performance:** Trust reflects the reciprocal relationship between the leader and employees, which is embodied in the manager's perception that employees are trustworthy and capable of fulfilling their assigned tasks. These relationships contribute to the success of the work, improve performance levels, and encourage teamwork (Del Junco, 2013; Demo & Paschoal, 2016). Believe that trust plays a fundamental role in strengthening the relationship between senior management and employees within the organization more effectively than adopting a direct control approach (Hakimi et al., 2010). Therefore, managers should trust their employees and grant them greater freedom to carry out their assigned tasks in the manner deemed appropriate, as trust is considered an indicator of employee satisfaction with their organizations.
4. **Providing autonomy from bureaucratic constraints:** The presence of autonomy impacts employee performance, as it contributes to liberation from standardized constraints, allowing them to contribute ideas and giving them the freedom to make their own decisions about how to accomplish tasks. Therefore, autonomy affects employee effectiveness and

efficiency (Griffin, 1976). Meanwhile, believes that freedom from bureaucratic constraints refers to how much freedom and discretion a job gives employees in choosing the methods use to do their work (Adeel et al., 2018; van Roekel et al., 2025). When employees feel greater freedom to choose their own work methods, it leads to increased self-confidence.

First: The Concept of Organizational Happiness: It is defined as a set of activities that bring about a sense of satisfaction, happiness, and positive well-being (Pattnaik & Sahoo, 2021). The employee not only feels satisfied with their work but also finds it enjoyable; in other words, happiness is more than just job satisfaction. View it as a feeling of joy and delight, emanating from within employees, resulting from fulfilling their duties and taking pride in their accomplishments (Cropanzano & Wright, 2001). Happiness and positive attitudes are achieved only when employees use all their experience and capabilities at work and feel the importance and value of what do.

Second: The Importance of Organizational Happiness: Achieving organizational happiness and having happy employees is of great importance and contributes to achieving numerous benefits at the organizational level. (Del Junco ,2013:6) indicates that organizational happiness has the following benefits:

1. Employees become more creative and capable of driving change.
2. Employees are motivated to perform their tasks more efficiently instead of focusing solely on finding solutions to problems.
3. It contributes to organizational sustainability and strengthens interpersonal relationships in the workplace.

Third: Dimensions of Organizational Happiness: Most researchers, that organizational happiness has two dimensions: positive Affect and Fulfillment. These dimensions will be clarified and adopted in the current study (Adeel et al., 2018; Dong et al., 2015; Pattnaik & Sahoo, 2021).

1. **Positive Affect:** It is defined as the expression of positive emotions that can help improve performance, such as joy, pleasure, and pride (Hakimi et al., 2010). This contrasts with negative influences and feelings of sadness. Therefore, positive influence is the characteristic that defines happiness, as success alone does not bring happiness, but positive influence is what generates both success and happiness. Describes it as a motivational and emotional state related to happiness at work, characterized by feelings of perseverance, dedication, loyalty, and attentiveness (Çayak, 2021).
2. **Fulfillment:** views Fulfillment as happiness and satisfaction in life, and that Fulfillment is synonymous with happiness (Xin et al., 2020). This means that Fulfillment is one of the methods that makes

employees happy with the work accomplish. Indicate that Fulfillment shows the thinking part of how happy an organization is, and this part includes things like, developing personal characteristics, self-reflection on work, developing capabilities, opportunities to acquire new skills, overcoming obstacles, and enjoying work (Arslan & Polat, 2017).

IV. SECTION 3: PRACTICAL ASPECT

First: Description of Statistical Work

This part of the work looks at statistical methods to understand and examine the two main variables in the study, along with their different aspects, based on the answers provided by participants who are part of the staff at the Northern Technical University Presidency. Use the SPSS V26 software to calculate key statistics like the average, standard deviation, and how important each variable is. Also check if these variables and their parts are present at the Northern Technical University by using the T-test. Additionally, the AMOS V24 software is used to test the hypotheses related to the effects of these variables.

Second: Summary of the Description and Diagnosis of the Study's Dimensions and Variables

The results from table I indicate that the average rating of the variable Empowering Leadership was 3.1836, which is significantly higher than the expected mean rating of 3 in the five-point Likert scale rating adopted in the study. This finding has been backed up by the computation of T-value, which was found to be 13.82, significantly higher than the critical T-value of 1.96 at significance level of $\alpha=0.05$. The Probability Value associated with this result was 0.000, less than 0.05. In the same way, the average rating of the

variable Organizational Happiness was 4.274, which is significantly higher than the expected mean rating of 3. This has been supported by T-value of 30.62, significantly higher than critical T-value of 1.96 at the same significance level. From these results, it can be concluded that both variables are found in the Presidency of the Northern Technical University based on the perspectives of the respondents. On the other hand, in terms of the dimensions of the variables used for research, the results from the T-test reveal that all dimensions of the variables exist in the organization according to the sample. The least mean score of the dimensions of the variables was 3.716, which is even greater than the median score of 3. There is a statistical significance with the P-value of 0.000 less than 0.05.

In terms of how important each variable's dimensions are, the dimension of "Enhancing the Meaning of Work" is the most important for the "Empowering Leadership" variable. This is shown by a mean value of 3.835, a standard deviation of 0.797, and a relative importance of 0.767. Next comes the dimension of "Expressing in high performance," with a mean of 3.822, a standard deviation of 0.872, and a relative importance of 0.764. The third most important dimension is "Fostering participation in decision-making," with a mean of 3.761, a standard deviation of 0.901, and a relative importance of 0.752. The fourth and last position is held by the dimension of "Freedom from Stereotypical Work Constraints," with a mean of 3.716, a standard deviation of 0.1833, and a relative importance of 0.743. For the variable "organizational happiness," the dimension of "Fulfillment" is the most important, as shown by a mean value of 4.299, a standard deviation of 0.595, and a relative importance of 0.860. It is followed by the dimension of "Positive Affect," with a mean of 4.249, a standard deviation of 0.656, and a relative importance of 0.850.

TABLE I ARITHMETIC MEAN, STANDARD DEVIATION, RELATIVE IMPORTANCE, AND (T) TEST FOR STUDY VARIABLES AND DIMENSIONS

Variables	Dimensions	No of items	Arithmetic mean	Standard deviation	Relative importance	Ranking	T (p-value)
Empowering leadership	Enhancing the meaning of the work	5	3.835	0.797	0.767	1	14.18 (0.000)
	Fostering participation in decision-making	5	3.761	0.901	0.752	3	11.43 (0.000)
	Expressing in high performance	5	3.822	0.872	0.764	2	12.76 (0.000)
	Providing autonomy from bureaucratic constraints	5	3.716	0.1833	0.743	4	12.07 (0.000)
Organizational happiness	Positive Affect	5	4.249	0.656	0.850	2	25.77 (0.002)
	Fulfillment	5	4.299	0.595	0.860	1	29.35 (0.001)
Empowering leadership		20	3.1836	0.789	0.761	---	13.82 (0.000)
Organizational happiness		10	4.274	0.563	0.855	---	30.62 (0.002)

The tabulated t-value is 1.96.

Source: Prepared by the researchers based on the outputs of SPSS V.26 (n=183).

Third: Verification of the Research Hypotheses

First main hypothesis (H1): In the organization where the study was conducted, there is no statistically significant

relationship between the combined dimensions of empowering leadership and the combined dimensions of organizational happiness, based on the analysis at a significance level of ($\alpha \geq 0.05$) from the perspective of a group of employees in the Northern Technical segment.

Table II and fig. 2 show:

Empowering leadership has a positive impact on organizational happiness, as shown by the Estimate (β) value of 0.98. This effect is statistically significant because the p-value is 0.000, which is lower than 0.05. The result is also supported by the critical value (C.R.) of 3.506, which is greater than the tabulated value of 1.96.

R-squared value shows that (41%) of the changes in (**organizational happiness**) are due to (**empowering leadership**). In comparison, the remaining (59%) are attributed to other factor not incorporated in the regression model.

TABLE II RESULTS OF IMPACT OF EMPOWERING LEADERSHIP ON ORGANIZATIONAL HAPPINESS

Independent variable	Direction of impact	Dependent variable	Regression coefficient Estimate(β)	standard error of the regression coefficient (Se). (β)	Determination coefficient	C.R.	P-value
					R-square		
Empowering leadership	←	Organizational happiness	0.98	0.281	0.41	3.506	0.000

Tabular value (tab = 1.96)

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183

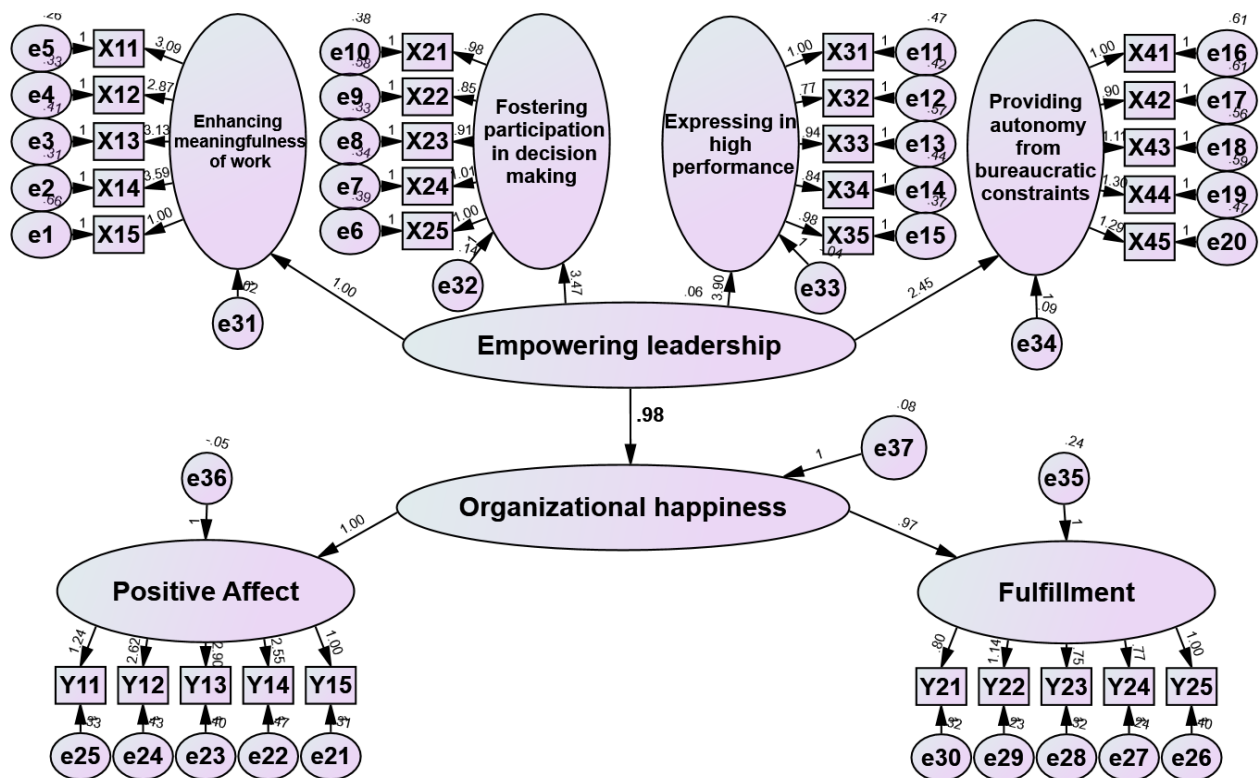


Fig. 2 The Impact of Empowering Leadership on Organizational Happiness

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183

Second Main Hypothesis (H2): The study found that there is no significant relationship between the different aspects of empowering leadership, when looked at individually, and the overall levels of organizational happiness, when considered as a group, within the organization where the research was conducted. This conclusion was drawn at a significance level of $\alpha \leq 0.05$, based on the responses from a group of employees at the Northern Technical University.

Table III and fig. 3 show the following:

1. The study shows that the different aspects of empowering leadership have a positive impact on organizational happiness. This is shown by the Estimate ($\hat{\beta}$) values, which are [0.48, 0.17, 0.22, 0.24]. These values are statistically significant because their p-values [0.010, 0.005, 0.012, 0.009] are all less than 0.05. Additionally, the critical values (C.R.) [2.51, 3.27, 3.39, 3.12] are higher than the tabulated t-value of 1.96, which further confirms the significance of these results.

- In the study conducted at the Northern Technical University Presidency concerning the influence of various dimensions of empowerment leadership on organizational happiness depending on employees' responses, it was revealed that the dimension with the greatest impact on happiness was "Expressing in high performance" (Std. $\beta = 0.693$). After this dimension, there was the "Enhancing the meaning of work" dimension (Std. $\beta = 0.621$), and then came the dimension of "Fostering participation in

decision-making" (Std. $\beta = 0.584$). Finally, the last-mentioned dimension, which had the smallest impact, was "Providing autonomy from bureaucratic constraints" (Std. $\beta = 0.582$).

- The coefficient R-Square shows that 53% of the variance in organizational happiness is attributed to empowering leadership, whereas the rest of 46% is accounted for by variables not included in this regression analysis.

TABLE III RESULTS OF THE IMPACT OF THE DIMENSIONS OF EMPOWERING LEADERSHIP ON ORGANIZATIONAL HAPPINESS

Independent variable	Direction of impact	Dependent variable	Regression coefficient Estimate(β)	standard error of the regression coefficient (Se). (β)	Standardized regression coefficient	Determination coefficient	C.R.	P-value
						R-square		
Enhancing the meaningfulness of work	←	Organizational happiness	0.48	0.191	0.621	0.53	2.51	0.010
Fostering participation in decision-making	←		0.17	0.052	0.584		3.27	0.005
Expressing in high performance	←		0.22	0.065	0.693		3.39	0.012
Providing autonomy from bureaucratic constraints	←		0.24	0.077	0.582		3.12	0.009

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183.

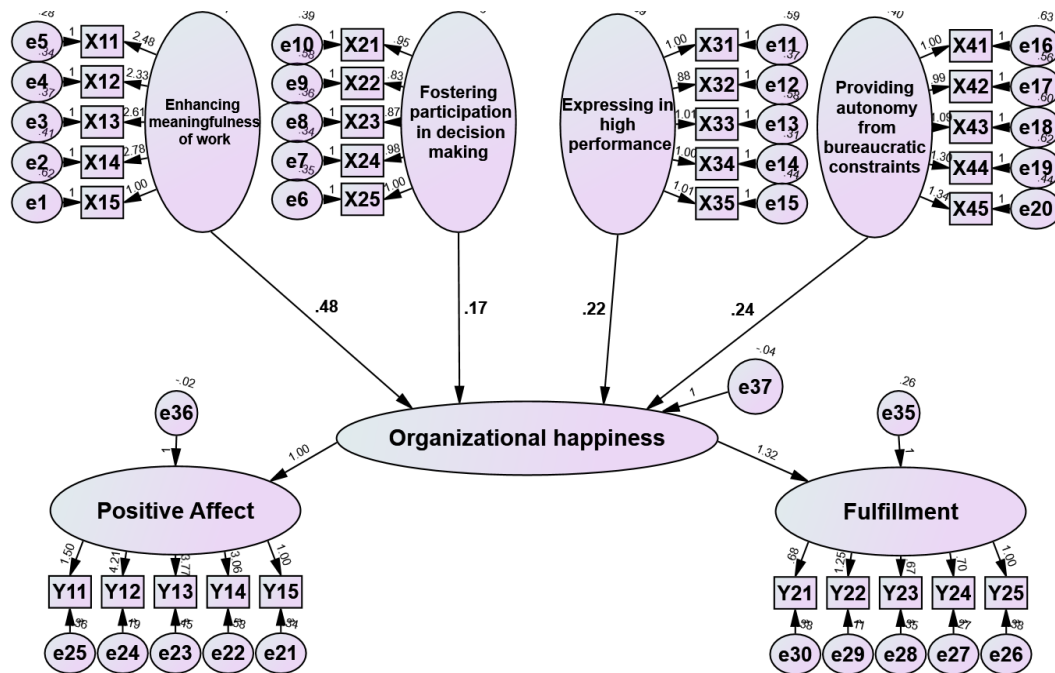


Fig. 3 The Impact of Empowering Leadership Dimensions on Organizational Happiness

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183.

The Third Main Assumption (H3): There is no significant impact of the empowering leadership dimensions, as a group, on the individual dimensions of innovative happiness within the research organization, based on the staff's

perspective at Northern Technical University, when considering a significance level of ($\alpha \leq 0.05$).

Table IV and fig. 4 and 5 illustrate the following:

1. Empowering leadership has a positive impact on positive affect, as shown by the regression coefficient (β) estimate, which is 0.83. This effect is statistically significant because the p-value is 0.001, which is lower than 0.05. The critical value (C.R.) of 3.240 is higher than the tabulated value (tTab) of 1.96, supporting the same conclusion. The coefficient of determination (R-Square) shows that 69% of the changes in positive affect can be explained by empowering leadership, while the remaining 31% is due to other factors not included in the regression model.
2. Empowering leadership will affect Fulfillment positively, given that the β of the regression model is 0.95. This is because the P-value (0.002) is statistically significant compared to 0.05 because it is below it. Another indicator of significance of the effect of empowering leadership on Fulfillment is the Critical value of 3.061 that is higher than the tTab of 1.96. However, only 14% of the changes in the Fulfillment variable are associated with empowered leadership while the rest of 86% is caused by other factors.
3. The impact of empowering leadership varies across the different aspects of organizational happiness, according to the views of some employees at Northern Technical University. The R-square value shows that the most significant effect of empowering leadership is on the positive emotions dimension, with a coefficient of 69%. The next strongest influence is on the fulfillment dimension, with a coefficient of 14%.

TABLE IV RESULTS OF THE IMPACT OF EMPOWERING LEADERSHIP ON EACH DIMENSION OF ORGANIZATIONAL HAPPINESS

Independent variable	Direction of impact	Dependent variable	Regression coefficient Estimate(β)	standard error of the regression coefficient Se.(β)	Determination coefficient	C.R.	P-value
					R-square		
Empowering leadership	←	Positive Affect	0.83	0.257	0.69	3.240	0.01
	←	Fulfillment	0.95	0.411	0.14	3.061	0.002

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183

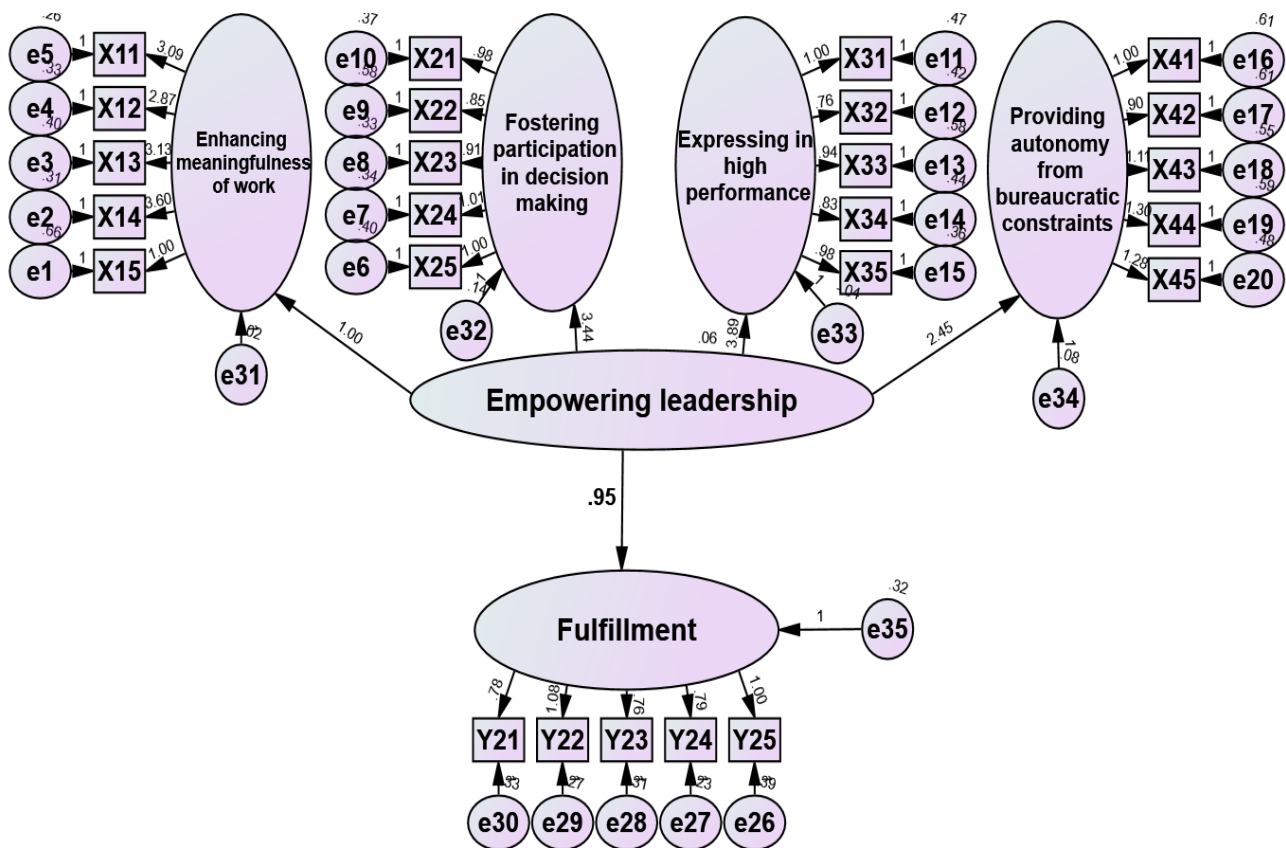


Fig. 4 The Impact of Empowering Leadership on Fulfillment

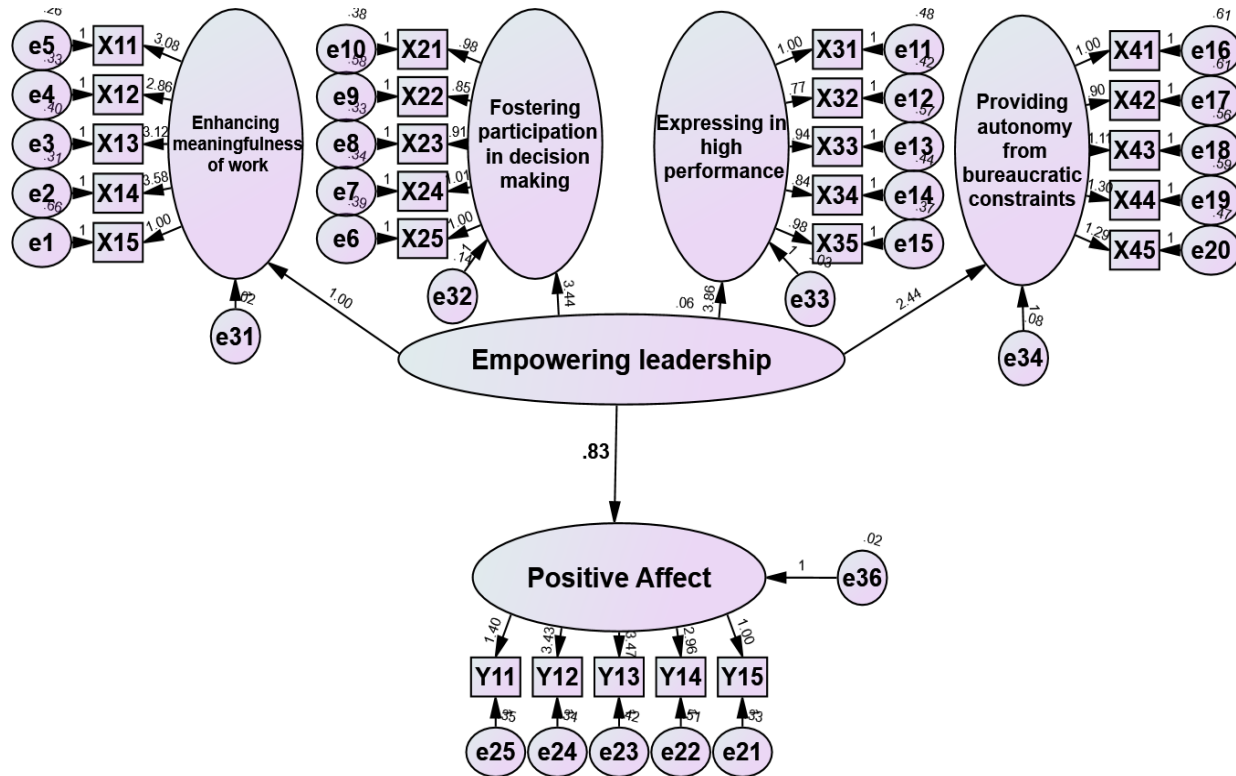


Fig. 5 The Effect of Empowering Leadership on Positive Emotional Influence

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183

The Fourth Main Hypothesis (H4): There is no significant statistical relationship between the individual aspects of empowering leadership and the individual aspects of organizational happiness within the organization studied, at a significance level of ($\alpha \leq 0.05$), based on the views of a group of employees from the Northern Technical.

Table V and fig. 6 illustrate the following

1. When looking at how the different aspects of empowering leadership influence positive affect, it's clear that each of these aspects has a direct effect. This is shown by the regression coefficient estimates (β), which are [0.46, 0.17, 0.21, 0.24] respectively. The effect is statistically significant, as shown by the p-values [0.008, 0.005, 0.006, 0.009], all of which are below 0.05. The critical values (C.R.) for each aspect are [2.61, 3.40, 3.56, 3.38], which are all higher than the tabulated t-value of 1.96. The R-Square value of 0.77 indicates that 77% of the changes in positive affect can be explained by the dimensions of empowering leadership, while the remaining 23% is due to other factors not included in the model.

2. The study found that each dimension of empowering leadership had a positive impact on fulfillment, as shown by the Estimate ($\hat{\beta}$) values, which were [(0.64), (0.13), (0.24), (0.24)] respectively. These effects were statistically significant, as the p-values were [(0.011), (0.004), (0.013), (0.015)] for each dimension, all of which are less than 0.05. The critical values (C.R.) were [(2.28), (2.50), (3.53), (3.08)] respectively, which are higher than the tabulated t-value of 1.96. The coefficient of determination (R-Square) shows that 49% of the changes in fulfillment can be explained by the dimensions of empowering leadership, while the remaining 51% is due to other factors not included in the regression model.

TABLE V RESULTS THE IMPACT OF THE DIMENSIONS OF EMPOWERING LEADERSHIP ON EACH DIMENSION OF ORGANIZATIONAL HAPPINESS

Independent variable	Direction of impact	Dependent variable	Regression coefficient Estimate(β)	standard error of the regression coefficient Se.(β)	Standardized regression coefficient	Determination coefficient	C.R.	P-value
						R-square		
Enhancing the meaningfulness of work	←	Positive Affect	0.46	0.176	0.706	0.77	2.61	0.080
Fostering participation in decision-making	←		0.17	0.050	0.722		3.40	0.005
Expressing in high performance	←		0.21	0.059	0.820		3.56	0.009
Providing autonomy from bureaucratic constraints	←		0.24	0.071	0.690		3.38	0.006
Enhancing the meaningfulness of work	←	Fulfillment	0.64	0.281	0.348	0.49	2.28	0.011
Fostering participation in decision-making	←		0.13	0.052	0.200		2.50	0.04
Expressing in high performance	←		0.24	0.068	0.322		3.53	0.013
Providing autonomy from bureaucratic constraints	←		0.24	0.078	0.244		3.08	0.015

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183

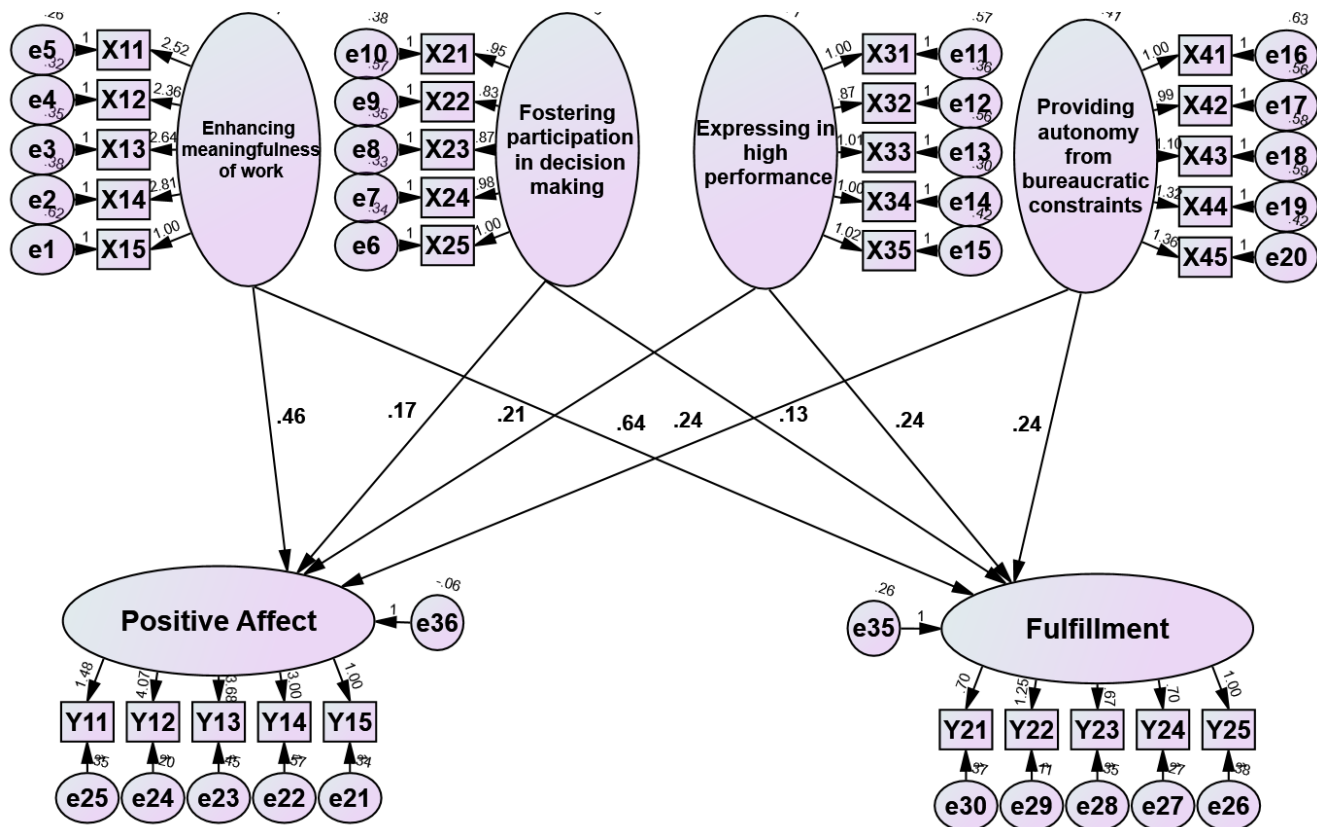


Fig. 6 The Effect of Dimensions of Empowering Leadership on the Dimensions of Organizational Happiness

Source: Prepared by researchers based on the AMOS V24 statistical software. n = 183.

TABLE VI COMPARISON WITH EXISTING STUDIES

Reference	Focus Area	Key Finding	Limitation
Hakimi et al. (2010)	Empowering Leadership	Leadership empowerment enhances trust and employee involvement.	Organizational happiness not examined.
Zhang & Zhou (2014)	Empowering Leadership and Creativity	Empowering leadership improves employee creativity.	Did not consider happiness outcomes.
Dong et al. (2015)	Leadership and Service Creativity	Empowering leadership positively affects service performance.	Focused on creativity rather than well-being.
Çayak (2021)	Organizational Happiness	Happiness improves employee engagement and life satisfaction.	Leadership factors not investigated.
Al-Janabi (2022)	Leadership and Organizational Happiness	Leadership contributes to organizational excellence through happiness.	Did not examine empowering leadership specifically.
He (2023)	Empowering Leadership and Performance	Empowering leadership enhances employee performance.	No empirical analysis of happiness.
Khan et al. (2025)	Empowering Leadership and Burnout	Empowering leadership reduces employee burnout.	Organizational happiness not measured.
Present Study	Empowering Leadership and Organizational Happiness	Demonstrates that empowering leadership significantly enhances positive affect and fulfillment among university employees.	Focused on a single higher education institution.

Comparison between the present research and previous studies conducted on the subject is provided in table VI. It becomes clear from this table that previous studies were mainly concentrated on issues related to the influence of empowering leadership on such variables as employees' trust, creativity, performance, engagement, and burnout. At the same time, not much attention was paid to the direct effect of empowering leadership on organizational happiness. In its turn, the current research aims at examining how empowering leadership affects organizational happiness and its aspects, such as positive affect and fulfillment, within a higher education organization.

Limitations of the Study

The implications of this study can be understood by considering certain limitations of the research. To begin with, the research was carried out in one higher educational institution, specifically the Presidency of Northern Technical University, thereby making the generalization of the results to other institutions difficult. In addition, the application of purposive sampling technique and reliance on respondents' self-reports for collecting information may pose problems of objectivity as well as lead to respondent bias. Finally, due to the cross-sectional design of the research, the perception of students concerning leadership and organizational happiness was studied at one moment of time.

V. SECTION 4: CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The results obtained from describing and diagnosing the dimensions of empowering leadership and organizational happiness showed that the overall rate of employee responses was positive, as the dimension of enhancing the meaning of work ranked first in empowering leadership because it was the most important dimension for the

surveyed sample. This indicates that managers in the surveyed organization help employees understand their role and contributions to achieving the organization's goals, which is reflected in employees' feeling that their work has value at the organizational level. Meanwhile, the Fulfillment dimension ranked first in organizational happiness, as it was the most important for the surveyed sample. This indicates that employees are integrated into their current jobs and are proud of the results have achieved at the level of their professional work.

The results of the statistical analysis indicated a significant impact of the combined dimensions of empowering leadership on the combined dimensions of organizational happiness. This means that the more the organization adopts empowering leadership, the more it contributes to enhanced job stability, improved organizational work environment, and increased employee satisfaction and happiness in their workplace.

The results also demonstrated a significant impact of the individual dimensions of empowering leadership on overall organizational happiness. When managers allow employees to submit their suggestions and ideas for improving work processes, trust them and their abilities to perform assigned tasks effectively, and grant them broad freedom and authority to solve various work problems independently, this fosters a work environment characterized by appreciation. This, in turn, positively impacts employees' sense of stability within the organization and their job satisfaction.

The results showed a significant impact the combined dimensions of empowering leadership on the individual dimensions of organizational happiness. Employees' feelings that their managers encourage them to strengthen positive relationships between managers and subordinates, and among employees themselves, as well as helping them refine their skills, encouraging them to acquire new

experiences, and fostering self-development, all contribute to reducing any negative feelings that might lead employees to leave their jobs.

The results also showed a significant impact of the individual dimensions of empowering leadership on the individual dimensions of organizational happiness. The more managers empower employees, encourage them to make their own decisions, and reduce hierarchical administrative complexities, the more positive feelings in the workplace increase, making employees happier, more motivated, and more driven to achieve organizational and personal goals in the best possible way.

The current research can be built upon in future studies through exploring how empowering leadership impacts organizational happiness at various universities and different public and private organizations. Mediation or moderation role of factors like employee engagement, organizational commitment, job satisfaction, and psychological well-being in this regard can also be explored in the coming studies. Additionally, longitudinal analysis should be conducted for examining the impact of empowering leadership on organizational happiness and performance.

Recommendations

1. Encourage managers in the organization under study to adopt the dimensions of empowering leadership more fully, especially the dimension of "freedom from rigid constraints." This is possible through the delegation of autonomy within the work place, where the workers get the liberty to take necessary steps towards improving the work process and form teams, as well as allocate the roles among themselves.
2. It is important to encourage the incorporation of the elements of organizational happiness especially the element of positive "Affect" among organizations. This can be done by paying attention to the psychological welfare of employees in terms of their feelings, where the organizational climate is improved and modern management techniques are adopted such that employees feel valuable in the organization.
3. There is an opportunity to implement education programs which seek to foster positive emotions in employees working at the institution being researched through addressing any stress, anxiety, fear and discomfort that may arise from workplace pressures that can be detrimental not only to the employee but also to the quality of service delivered.
4. It is important for the senior administration at the university to take advantage of these findings since it was clear that such behaviors were important for the achievement of organizational happiness. The stronger commitment to practicing empowering leadership behaviors translates into increased attachment of the employees to their work environment, thus stimulating innovation and creativity.
5. The use of self-management by managers is becoming increasingly important in the workplace, as it prevents the adoption of an authoritarian style of management that favors some employees over others and takes all decisions personally.

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