أثر حاكمية إدارة الموارد البشرية في تحقيق السعادة التنظيمية لدى مؤسسات القطاع العام في الأردن

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Impact of Human Resource Management Governance (HRMG) on achieving Organizational Happiness (OS) at Public Sector Organizations in Jordan	أثر حاكمية إدارة الموارد البشرية في تحقيق السعادة التنظيمية لدى مؤسسات القطاع العام في الأردن

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المستخلص:

هدفت الدراسة إلى تعرُّف أثر حاكمية إدارة الموارد البشرية في تحقيق السعادة التنظيمية لدى مؤسسات القطاع العام في الأردن. تكون مجتمع الدراسة من موظفي القطاع الحكومي المصنفين ضمن الفئتين الأولى والثانية الخاضعين لنظام الخدمة المدنية، البالغ عددهم (181. 989) موظفا، وبلغ حجم عينة الدراسة (279) موظفا. اتبعت الدراسة المنهج الوصفي – التحليلي، وتوصلت إلى وجود ذي دلالة إحصائية لحاكمية إدارة الموارد البشرية في تحقيق السعادة التنظيمية لدى القطاع المبحوث. وأوصت الدراسة بضرورة قيام مؤسسات القطاع العام في الأردن بتحويل مبادئ حاكمية الموارد البشرية إلى استراتيجيات يتم تنفيذها، بهدف دعم رضا الموظفين، وتعزيز الأداء المؤسسي عوضا عن أن تكون تلك المبادئ مجرد عملية تنظيمية .

الكلمات المفتاحية: إدارة موارد بشرية، حاكمية، سعادة تنظيمية، الأردن.

Abstract:

The study aimed to identify the impact of human resource management governance on achieving organizational happiness in public sector institutions in Jordan. The study population consisted of government sector employees classified in the first and second categories subject to the civil service bylaw, numbering (181,989) employees, and the sample size of the study was (279) employees. The study followed the descriptive-analytical approach, and concluded that there is a statistically significant impact for human resource management governance on achieving organizational happiness in the researched sector. The study recommended that public sector institutions in Jordan convert the principles of human resource governance into strategies that are implemented, with the aim of supporting employee satisfaction and enhancing institutional performance, instead of those principles being a mere organizational process.

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1. Introduction

Across the globe the public sector has experienced significant changes in recent decades because people are asking for more transparency and accountability and better service delivery. Success in public administration depends not only on financial resources and technical systems but also on the quality and motivation of staff in public institutions which governments have realized. Human resource management governance (HRMG) has become a fundamental element of reform because it provides a methodical framework to synchronize human capital strategies with organizational objectives while maintaining compliance and strategic direction (Armstrong & Taylor, 2020).

HRM governance establishes the rules and institutions for ethical and strategic employee management through organizational processes. HRM governance includes transparent recruitment and promotion practices and aligns individual objectives with organizational missions through performance evaluation systems while ensuring employee participation in decision-making processes (Bratton & Gold, 2017). Within governmental institutions HRMG functions as a critical element to uphold merit-based practices while minimizing political interference and strengthening public trust (Peters & Pierre, 2019). It plays a key impact in building a professional culture that emphasizes accountability and both elements are essential to achieving responsive and inclusive governance that works effectively (Brewster et al., 2016).

Organizational Happiness (OS) as a multidimensional construct has become a focal point for discussion regarding employee emotional, cognitive and social well-being at work. Organizational happiness encompasses job satisfaction alongside psychological safety and work purpose while integrating positive interpersonal relationships and fair treatment and opportunity access (Fisher, 2010; Diener, Oishi, & Tay, 2018). Workplace happiness has transformed from a simple emotional condition into a strategic

element affecting productivity levels along with innovation processes and institutional endurance according to research by Lyubomirsky, King, and Diener (2005).

Research indicates that organizations that focus on employee happiness achieve higher employee engagement levels while experiencing reduced turnover rates and improved creativity and adaptability to change (Sánchez-Vidal, Cegarra-Navarro, & Cillo, 2021). The public sector requires these elements because rigid bureaucracies alongside limited incentives and political constraints negatively affect performance and reform efforts. Organizational happiness functions as both a result and a catalyst for successful governance while strengthening public trust and institutional legitimacy.

Developing countries like Jordan experience a critical connection between HRM governance and organizational happiness because public institutions there consistently deal with bureaucratic rigidity and antiquated HR practices alongside employee disengagement. The UNDP (2022) found that Jordanian public organizations maintain a hierarchical structure with top-down management which limits employee involvement in decision-making while also failing to prioritize work-life balance and professional growth. This work setting damages institutional effectiveness while damaging employee psychological health which results in workforce dissatisfaction alongside increased absentee rates and opposition to changes.

The socio-economic conditions of Jordan create an urgent need for HRM system reforms because of its high youth unemployment rates along with fiscal austerity and widespread public mistrust in government institutions. The impact of public employees extends beyond delivering services since they also function as citizens whose trust and well-being in government are vital elements for ensuring social stability and democratic governance. To rebuild civil service morale and improve public service quality it is needed to understand how HRM governance enhances organizational happiness (World Bank, 2021).

Even with continuous reform initiatives such as performance evaluations based on results, digital service delivery and administrative function decentralization ongoing efforts the link between HRM governance practices and employee satisfaction in Jordan's public sector remains poorly understood. Current studies within the region examine separate components of HRM like recruitment and training but fail to link these elements to larger governance structures and their effects on employee well-being (Alshurideh et al., 2022). Public administration discussions frequently overlook happiness while focusing on operational efficiency and regulatory adherence rather than employee satisfaction and empowerment, including employee performance levels, innovation rates, staff retention, and service delivery quality. The research provides both local and universal insights through its Jordanian setting. Jordan faces economic vulnerability alongside demographic pressures and reform fatigue which creates.

This study supports established international patterns and complies with worldwide institutional structures. Both the OECD and the World Bank advocate for public administrations to implement people-centered human resources management systems which focus on employee engagement together with employee well-being and ethical leadership. The United Nations' Sustainable Development Goals (SDGs) focus on Goals 8 and 16 which advocates for decent work conditions and institutions that operate effectively and inclusively. The applicability of global HR standards within Jordanian settings justifies an investigation into the connections between HRM governance structures and employee wellness.

This research presents a comprehensive framework that demonstrates HRM governance as a strategic tool for promoting organizational happiness. The research joins governance with workplace psychological well-being through its findings and delivers actionable advice for leaders in public sectors and human resources experts to boost organizational success and worker contentment in Jordan and other regions. The research addresses a vital gap by uncovering this neglected connection to create

effective evidence-based strategies for transforming public administration culture and capabilities in the Arab world.

HRMG in developing countries struggles with systemic problems such as inadequate institutional capacity, political intervention and restricted access to technological resources and training opportunities. In the Arab region HRM governance suffers from hierarchical leadership approaches along with poor employee involvement and non-performance-oriented cultures as Alshurideh et al. (2022) explain. Public sector reforms face reinforced obstacles due to social and economic constraints which restrict necessary investments.

The public Human Resources systems in Jordan display rigid structures and insufficient merit-based recruitment while failing to provide comprehensive programs for career development. The outcome of such management practices leads to organizational inefficiencies along with employee demotivation and discrepancies between workforce capabilities and institutional requirements according to UNDP (2022). Although new systems like digital job application platforms and civil servant training modules have been implemented, organizations must establish an integrated HRM governance framework that supports accountability, equity, and innovation.

Research increasingly shows how HRM governance shapes organizational culture along with employee morale and performance outcomes. When organizations implement strong HRM governance systems they show greater capability to recruit and keep talent while building trust and fairness and adapting to change (Sánchez-Vidal et al., 2021). Governance mechanisms that function well prevent corruption and nepotism while supporting merit-based systems and accountability practices (Pollitt & Bouckaert, 2017). According to Armstrong and Taylor (2020), effective HRM governance achieves both better operational performance and improved employee engagement along with well-being through transparent career paths and fair pay systems together with responsive grievance redressal processes. Achieving

organizational objectives along with building an employee-supportive work environment that ensures happiness and lasting commitment hinges on these outcomes.

2. Study Problem and Questions

Although Jordan has implemented multiple national reform initiatives and modernized public administration systems numerous times its public sector organizations remain burdened by persistent bureaucratic cultures and rigid organizational structures alongside obsolete HR systems. Limited strategic vision within HR functions together with inconsistent policy enforcement and weak alignment between HR practices and institutional goals create compounded challenges (UNDP, 2022; World Bank, 2021). Human resources operations display low employee satisfaction along with widespread disengagement and innovation deficiencies and no performance-driven rewards systems (Alshurideh et al., 2022).

The absence of a structured HRM governance framework to support ethical and equitable merit-based HR practices represents a major problem in this context. Many organizations implemented partial HR reforms including digital record-keeping and basic evaluation systems but still lack fundamental governance principles like transparency and participatory decision-making in their HR policies and regular operations (Bratton & Gold, 2017; Peters & Pierre, 2019).

The idea of organizational happiness remains underexplored in the public sector discussions and implementations throughout Jordan. The employee wellness programs introduced by some government ministries and agencies demonstrate a lack of strategic planning and unified direction. Scant empirical studies investigate how HRM governance affects employee well-being and happiness both directly and indirectly within the intricate organizational framework of government bodies.

Ignoring organizational happiness threatens public institutions with reduced sustainability and resilience. Employees who feel disengaged from their work demonstrate lower productivity levels and

higher absenteeism while delivering poor service and resisting change passively (Fisher, 2010; Diener et al., 2018). Public organizations fail both their internal objectives and their public service mission when they neglect to support public employees psychologically and emotionally.

This research responds to these identified challenges by focusing on the following central question:

- What is the impact of Human Resource Management governance on achieving organizational happiness in public sector institutions in Jordan?

This question is followed by the following two sub-questions:

- Sub-question 1: What is the level of application of Human Resource Management governance in public sector institutions in Jordan?

- Sub-question 2: What is the prevailing level of organizational happiness in public sector institutions in Jordan?

3. Study Hypotheses

According to the study statement and questions, the following hypotheses were formulated:

Main Hypothesis: There is a significant impact at the significance level ($\alpha < .05$) for the Human Resource Management Governance with its combined dimensions (Accountability, Transparency, Equity & Inclusion, Strategic Alignment, Ethical Leadership, Legal Compliance) on organizational happiness with its combined dimensions (Emotional well-being, Job engagement & Meaning, social well-being of employees, sustained happiness, perception of received recognition, autonomy, happiness at work, employee experience) in public sector institutions in Jordan.

The following sub-hypotheses were derived from this hypothesis:

Sub-Hypothesis 1: There is a significant impact at the level ($\alpha < .05$) for accountability on organizational happiness with its combined dimensions (Emotional well-being, Job engagement &

meaning, social well-being of employees, sustained happiness, perception of received recognition, autonomy, happiness at work, employee experience) in public sector institutions in Jordan.

Sub-Hypothesis 2: There is a significant impact at the level ($\alpha < .05$) for transparency on organizational happiness with its combined dimensions (Emotional well-being, Job Engagement & Meaning, Social well-being of employees, Sustained Happiness, Perception of Perceived Recognition, Autonomy, Happiness at Work, Employee Experience) in public sector institutions in Jordan.

Sub-Hypothesis 3: There is a significant impact at the level ($\alpha < .05$) for equity and inclusion on organizational happiness with its combined dimensions (Emotional well-being, Job Engagement & Meaning, Social well-being of employees, Sustained Happiness, Perception of Perceived Recognition, Autonomy, Happiness at Work, Employee Experience) in public sector institutions in Jordan.

Sub-Hypothesis 4: There is a significant impact at the level ($\alpha < .05$) for strategic alignment on organizational happiness with its combined dimensions (Emotional well-being, Job Engagement & Meaning, Social well-being of employees, Sustained Happiness, Perception of Perceived Recognition, Autonomy, Happiness at Work, Employee Experience) in public sector institutions in Jordan.

Sub-Hypothesis 5: There is a significant impact at the level ($\alpha < .05$) for ethical leadership on organizational happiness with its combined dimensions (Emotional well-being, Job Engagement & Meaning, Social well-being of employees, Sustained Happiness, Perception of Perceived Recognition, Autonomy, Happiness at Work, Employee Experience) in public sector institutions in Jordan.

Sub-Hypothesis 6: There is a significant impact at the level ($\alpha < .05$) for legal compliance on organizational happiness with its combined dimensions (Emotional well-being, Job Engagement & Meaning, Social well-being of employees, Sustained Happiness, Perception of Perceived Recognition, Autonomy, Happiness at Work, Employee Experience) in public sector institutions in Jordan

4. Study Model

Based on the study statement, questions and hypotheses, the following study model was developed:

Prepared by the researcher

5. Study Objectives

The current study seeks to achieve the following objectives:

First: To identify the main components of human resource management governance and the components of organizational happiness in public sector institutions in Jordan.

Second: To assess the level of presence of both human resource management governance and organizational happiness in public sector institutions in Jordan.

Third: To determine the impact of human resource management governance on achieving organizational happiness in public sector institutions in Jordan.

6. Importance of the Study

This study holds importance because organizations worldwide now agree that human capital represents their most valuable resource particularly in the public sector where employee performance determines public service delivery. Dealing with structural economic and institutional challenges requires Jordan to prioritize understanding how HRM governance affects organizational happiness because this knowledge is crucial and time-sensitive. This research addresses a vital deficiency in academic work across both regional and global contexts. The private sector has been extensively studied regarding HRM practices and worker satisfaction but empirical research looking at public sector HRM remains limited especially in Arab countries. The link between formal HRM governance and the new idea of organizational happiness has not yet received sufficient research attention. The research provides fresh insights into public administration reform and public sector innovation while addressing employee well-being issues in developing nations (Alshurideh et al., 2022; OECD, 2020). This research holds significant practical relevance. The HRM governance system within Jordan's public sector typically shows centralized decision-making processes coupled with bureaucratic inefficiencies and an absence of performance-oriented culture (UNDP, 2022; World Bank, 2021). Employees working in this environment regularly express feelings of alienation along with low engagement and institutional dissatisfaction. The research offers real data and practical guidance for shaping policy changes, HR approaches, and management actions to develop more supportive and responsive workplaces. The organizational happiness model fits with modern organizational behavior theories and new public management approaches that stress employee well-being as essential for organizational success. Studies demonstrate that employees who experience happiness display higher productivity and creativity while demonstrating greater loyalty which benefits organizational culture and service quality (Fisher, 2010; Diener et al., 2018). Public institutions that focus on organizational happiness will see improved service results, stronger internal unity, and better reputation with citizens. The study aids strategic efforts toward achieving international

development objectives. The United Nations' Sustainable Development Goals (SDGs) focus on Goal 8 (Decent Work and Economic Growth) and Goal 16 (Peace, Justice, and Strong Institutions) which highlight employee rights alongside work satisfaction and institutional integrity as essential elements. The research produces data-based guidance to help achieve these objectives through the Jordanian public administration system (OECD, 2020). The research serves as a foundational resource for upcoming interdisciplinary studies connecting the fields of public administration with human resource management psychology and organizational behavior. The research encourages scholars to explore how governance frameworks affect workplace outcomes while promoting cross-cultural and comparative studies.

The research outcomes offer guidance for HR practitioners and institutional leaders to develop HRM policies focused on fairness, inclusion, transparency, and ethical leadership as essential components for effective governance and workplace happiness. The study promotes a transition from transactional human resource management methods to transformational governance which focuses on human elements and sustainable results as described by Armstrong & Taylor (2020).

This study arrives at a pivotal moment in Jordan's national development strategy that targets digital transformation initiatives along with decentralization and performance-based public sector management. Institutional transformation efforts will become sustainable and impactful while gaining acceleration by integrating HRM governance with employee well-being into reform strategies.

Most organizational happiness research has focused on Western settings while its importance is starting to gain attention in developing nations such as Jordan. Research conducted in Arab public sectors demonstrates how happiness at work is influenced by cultural elements including collectivism and social harmony as well as respect for authority (Al-Husan, Al-Husan, & Al-Mutairi, 2021). The path to organizational happiness in the Jordanian public sector demands both structural changes and a

transformation of managerial mindsets and workplace practices that value human dignity and promote inclusion and well-being.

7. Literature Review

7.1 Human Resource Management Governance

The field of Human Resource Management (HRM) governance has grown in importance as an academic subject particularly within public sector organizations because new standards for public service delivery and workforce engagement require improved accountability measures. HRM governance comprises the systems and practices that manage human capital through frameworks and organizational procedures. HRM governance encompasses formal structures such as policies and regulations alongside informal norms to guide organizational HR-related decisions and practices according to Armstrong & Taylor (2020).

Bratton and Gold (2017) state that HRM governance delivers transparent and ethical human resource management which follows strategic best practices and supports organizational values and long-term goals. HRM governance in public institutions functions beyond operational efficiency by advancing employee equity and professional development while encouraging democratic involvement (Peters & Pierre, 2019). Boxall and Purcell (2016) maintain that HRM governance establishes the necessary structural and cultural environment which facilitates performance management along with enabling employee empowerment and ensuring policy compliance.

7.1.1 Evolution and Trends in HRM Governance

The historical development of HRM governance reflected the wider administrative and governance changes occurring during the same period. The New Public Management (NPM) approach gained prominence during the 1980s and 1990s because it promoted efficiency and accountability along with

decentralization which converted standard bureaucratic HR systems into more flexible and transparent structures focused on results as explained by Pollitt & Bouckaert (2017). Performance-based recruitment and evaluation systems along with managerial autonomy emerged from these changes which also strengthened the connection between HR functions and organizational strategy (Clarke, 2007).

Since the 2000s the field of HRM governance has experienced ongoing evolution due to digitization alongside globalization and human rights discussions. E-governance tools including HR information systems (HRIS) have been enabled by digital technologies to automate processes for payroll, recruitment, and performance reviews. The introduction of digital technologies has led to improved transparency while decreasing possibilities for corruption and preferential treatment according to OECD (2020). The United Nations' SDGs combined with the International Labour Organization (ILO) labor standards have motivated governments to establish inclusive, equitable work settings while emphasizing quality HR governance (World Bank, 2021).

7.1.2 Definitions of Human Resource Management Governance

Through a review of the literature on Human Resource Governance, it becomes clear that there is no single, unified definition of the term. Therefore, a number of definitions will be examined to develop a clear understanding of Human Resource Governance:

1. Human Resource Management Governance represents a strategic and ethical framework for organizational personnel management that promotes transparency and accountability while aligning with institutional objectives according to Armstrong and Taylor (2020).

2. Bratton and Gold (2017) define HRM governance as the collection of policies and practices along with decision-making frameworks that guide the recruitment and development of employees while ensuring organizational fairness and integrity.

3. The formal structures and informal practices which organizations use to ensure HR decisions support business strategy and comply with legal and ethical standards represent their definition of HR governance as per Boxall and Purcell (2016).

4. According to Peters and Pierre (2019) HRM governance represents institutional frameworks within the public sector that support merit-based HR systems while promoting professional development and democratic accountability.

5. The OECD (2020) describes HRM governance as a framework that manages human capital in public institutions through transparency and strategic alignment and equitable workforce planning to achieve trust and efficiency.

6. The World Bank (2021) views HRM governance as the basis for public sector reform which includes rule-based personnel management systems that protect employee rights and maintain institutional performance while supporting good governance principles.

Generally, Human Resource Management Governance describes the organizational framework which includes policies and practices alongside structural components for managing human capital. This system maintains strategic alignment for HR decisions and ensures their ethical execution and legal compliance while supporting transparent operations and equitable accountability measures. Public sector HRM governance operates under principles of merit-based systems and employee development together with democratic accountability to establish foundational support for institutional performance and reform.

7.1.3 . Advantageous of Human Resource Management Governance

Studies indicate that the importance of having governance for human resource management in various types of institutions is paramount, because this governance:

- plays a crucial impact in public sector organizations because these entities rely on accountability and transparency to maintain institutional legitimacy and achieve performance objectives. HRM governance functions as a core system which ensures human capital management is aligned with organizational mission statements and value systems. HRM governance establishes a work environment that maintains structural fairness with consistent policy application while ensuring transparent decision-making processes which provide equal opportunities for employee development and advancement (Armstrong & Taylor, 2020; Farndale, 2010).

- plays a crucial impact in ensuring fair and consistent human resource practices, as well as achieves reduced subjectivity and favoritism through merit-based recruitment and standardized performance evaluation systems along with equitable compensation structures which leads to better employee trust and morale. In the public sector perceptions of fairness play a critical impact in establishing trust among citizens toward government institutions according to OECD findings from 2020.

- plays a critical impact in advancing organizational performance through strategic management. The strategic alignment of HR policies by HRM governance enables human resources to significantly boost institutional productivity and innovation. Strategic alignment allows public organizations to adapt to socio-economic shifts and policy changes through the development of skilled and dedicated employees (Boxall & Purcell, 2016; Wright & McMahan, 2011; Ismail & Majid, 2024).

- plays a crucial impact in maintaining legal and ethical compliance standards. The operations of public institutions must adhere to many labor laws along with civil service regulations and international labor standards. Effective HRM governance frameworks help organizations meet their legal obligations which protects them from lawsuits and strengthens their reputation as fair employers (World Bank, 2021). When employees perceive procedural justice through compliance efforts, they demonstrate more positive organizational behavior and display fewer conflicts and grievances (Bratton & Gold, 2017).

- serves as a crucial factor in driving institutional reform and innovation within today's public sector. World governments are making more investments in professional human resource management systems to support their initiatives for modernizing the public sector (Minbaeva, 2016). The UNDP report from 2022 identifies HRM governance reform as essential for achieving Sustainable Development Goals (SDGs) because Goal 16 highlights the need to develop institutions that function effectively while being accountable and inclusive. The professionalization of HR functions combined with governance principles enables public organizations to show enhanced resilience and efficiency while remaining focused on citizens' needs.

- enhances organizational sustainability through mechanisms that support succession planning while keeping talent within the organization and promoting ongoing learning opportunities. Institutions that use data-based workforce planning methods can foresee upcoming challenges and prepare their human capital resources in advance. The OECD (2020) identifies the proactive approach as essential when responding to demographic changes and technological progress alongside new service delivery requirements.

- shapes both employee engagement levels and organizational culture. Fair, transparent and consistent HR policies at their workplace lead employees to develop organizational commitment and job satisfaction while also increasing their discretionary efforts according to Kaufman (2015). Good HRM governance elements like ethical leadership and clear communication together with participatory decision-making create a psychologically safe and inclusive work environment essential for innovation and collaboration (Brown & Treviño, 2006; Hijazi et al., 2025; Gollan, et al., 2015).

7.1.4 Key Dimensions of HRM Governance

Human resource management governance has a number of dimensions that have been addressed in the literature that has researched this topic. These dimensions include:

- **Accountability:** In HRM governance accountability means establishing clear definitions of impacts and responsibilities for every stakeholder managing human resources. HR management accountability requires the development of systems that track performance evaluation and report outcomes related to human resources decisions. The public sector uses accountability to make sure HR policies follow ethical and legal requirements along with holding managers responsible for their recruitment and personnel management decisions (Peters & Pierre, 2019). Accountability structures that are defined prevent authority misuse while building organizational transparency and integrity (Pollitt & Bouckaert, 2017). Employees develop trust in leadership because accountability allows them to verify organizational commitments to fairness and professionalism (Behn, 2001).

- **Transparency:** Open disclosure of HR policies alongside procedures and decision-making standards defines transparency within HRM governance. The recruitment and promotion processes function on the basis of merit while remaining untouched by favoritism and political influence. When organizations implement transparent practices, they strengthen employee trust while minimizing perceptions of nepotism and boosting institutional credibility. To achieve transparency in HR operations organizations must utilize publicly available job postings alongside clear selection criteria and published performance results (OECD, 2020). Transparency allows external observers to monitor HR practices while helping organizations learn through identification of differences between planned and implemented HR strategies (Hood, 2006).

- **Equity and Inclusion:** The dimension of equity and inclusion demands fairness and equal opportunities throughout HR management activities such as recruitment, compensation structures, training programs and career progression pathways. Equity guarantees that all employees receive fair treatment without regard to their gender, ethnicity, disability status, or other personal traits. Inclusion requires organizations to establish environments in which diverse viewpoints are both appreciated and embedded into their operational methods (Bratton & Gold, 2017). Organizational equity and inclusion

practices help build leadership diversity while eliminating structural advancement obstacles. The promotion of equity and inclusion in public administration reinforces organizational justice while supporting broader social equity objectives and international human rights guidelines according to World Bank (2021) and ILO (2020).

- Strategic Alignment: Strategic alignment describes how well HRM policies and practices match and support the organization's overall goals and mission. HR planning must be combined with institutional planning to guarantee that workforce capabilities meet future requirements. The alignment process strengthens organizational agility while helping to identify skills shortfalls and supporting workforce development efforts (Boxall & Purcell, 2016). Strategic HR alignment in the public sector leads to improved service delivery and more effective management of resources according to Armstrong & Taylor (2020). Linking HR strategy with institutional mission supports leadership continuity and succession planning while developing future-ready capabilities (Wright & McMahan, 2011).

- Ethical Leadership: Ethical leadership in HRM governance operates through leading by example and maintaining moral standards while building an organizational culture that values integrity and respect. Organizational climates reflect ethical behavior demonstrated by leaders because they reinforce core values such as honesty and accountability throughout the institution. Public institutions require ethical leadership because their decisions directly affect public trust and societal welfare according to Armstrong & Taylor (2020). The dimension includes practical actions such as establishing ethical standards through codes of ethics while delivering ethics education and promoting whistleblowing activities. According to Brown & Treviño (2006) ethical leaders serve as examples for their team while establishing a safe environment that allows employees to speak up about concerns without fear of punishment.

- Legal Compliance: Legal compliance requires organizations to follow national labor laws while also meeting international labor standards and their own internal policies. This approach protects employee

rights while preventing organizations from facing legal disputes and reputational challenges. Compliance demands proper contract management along with adherence to working hours regulations and non-discriminatory practices while protecting employees from workplace harassment according to World Bank (2021). The establishment of effective compliance mechanisms involves conducting regular audits together with policy reviews and embedding compliance objectives into HR strategies. HR systems benefit from legal compliance because it functions both as a reactive tool and as a proactive strategy for creating trust and sustainability (Kaufman, 2015).

These six dimensions function as a comprehensive HRM governance framework which enhances public institutions through fairness and effective responsiveness. The interaction between system elements establishes an environment where employees receive respect and support which empowers them to reach better organizational performance and happiness. The global public sector's demands to reform and modernize make it critical to pay attention to these dimensions in order to develop institutional capacity and resilience.

Public organizations use these dimensions as foundational pillars to create HR systems that endure over time while focusing on people. Effective HRM governance decreases administrative fragmentation while limiting patronage and boosting government legitimacy among employees and citizens.

7.2 Organizational Happiness

Organizational happiness emerges from positive psychology which examines what enables individuals and institutions to flourish. Seligman's PERMA model (2011) outlines five elements essential for happiness: Positive emotions, Engagement, Relationships, Meaning, and Accomplishment. These elements lead to improved employee well-being and stronger commitment along with enhanced productivity when they are applied in workplace environments. The trend toward workplace happiness

originates from the understanding that content employees demonstrate increased productivity along with higher levels of resilience, loyalty, and creativity (Lyubomirsky, King, & Diener, 2005).

7.2.1 Definitions of Organizational Happiness

The concept of organizational happiness which is also known as workplace happiness or employee well-being has become a fundamental idea in contemporary management studies. The concept incorporates how employees emotionally, psychologically, and socially experience their work and organizational setting. Organizational happiness represents a comprehensive framework that integrates positive emotions with work life satisfaction and engagement along with meaningful work and supportive workplace relationships beyond traditional job satisfaction (Fisher, 2010; Diener, Oishi, & Tay, 2018). Here are some definitions of the term organizational happiness put forth by a number of researchers:

- According to Fisher (2010) organizational happiness measures how employees feel positive emotions and gain satisfaction and meaning from their work which includes psychological well-being in addition to job satisfaction. Diener, Oishi, and Tay (2018) described organizational happiness as a subjective state of well-being that combines life satisfaction with emotional balance and fulfillment from both work-related activities and organizational interactions.

- Lyubomirsky, King, and Diener (2005) describe happiness at work as an affirmative emotional condition that emerges from perceiving one's job as meaningful and fair while aligning with personal values which also advances organizational success.

- The work of Sánchez-Vidal, Cegarra-Navarro, and Cillo (2021) defines organizational happiness as the emotional and psychological health and social well-being of employees which develops through organizational culture, leadership style and work practices.

Cameron et al. The authors Cameron and associates (2011) define organizational happiness using positive organizational scholarship principles and explain how it emerges from positive practices together with ethical leadership and a culture that values appreciation and trust.

- According to Gavin and Mason (2004), organizational happiness represents virtuous workplace behavior and positive emotional experiences that support individual satisfaction and organizational success.

So, organizational happiness represents a complex state of well-being that employees experience through emotional positivity and psychological satisfaction combined with social inclusion and purposeful work. The various definitions of organizational happiness consistently focus on fairness, meaningful work, personal value alignment, ethical leadership practices and supportive organizational environments. These elements work together to create personal satisfaction while enhancing organizational performance.

7.2.2 Advantageous of Organizational Happiness

Many institutions now see organizational happiness as essential for boosting performance while attracting new talent and retaining existing employees. The concept exceeds simple job satisfaction by including workplace emotional well-being together with psychological engagement and social connectedness (Fisher, 2010). Companies that focus on employee happiness gain a competitive advantage in quickly changing environments through improved adaptability, innovation capabilities, and long-term success:

- Organizational happiness is vital because research demonstrates a strong connection between this state and both individual employee performance and institutional success. The 2005 study by Lyubomirsky, King, and Diener demonstrates that happier employees show increased productivity levels, enhanced creativity, and stronger organizational citizenship behavior. The components of

happiness boost motivation and cognitive functioning while strengthening interpersonal relationships which together build collaborative and resilient teams (Diener et al., 2018).

- The existence of organizational happiness helps significantly reduce negative workplace issues such as employee burnout and staff turnover. Research by Sánchez-Vidal, Cegarra-Navarro, and Cillo (2021) demonstrates that employees who feel happy display stronger organizational commitment and experience lower levels of psychological strain and disengagement. The organization benefits from lower recruitment and training expenses together with better retention of institutional knowledge and continuity.

- Organizational happiness holds increased significance in public sector environments which face limitations from strict organizational structures and bureaucratic inertia alongside restricted financial rewards. Public employees who feel happy in their work impacts tend to provide better services while showing greater empathy during citizen engagement and help build positive institutional reputations (UNDP, 2022; OECD, 2020). The enhancement of employee happiness in public sectors serves internal operational goals while also producing wider social benefits that reinforce democratic structures and enhance public confidence.

- Organizational happiness supports innovation and adaptability. Organizational cultures that prioritize well-being and inclusivity promote employee initiative-taking while enabling new idea sharing and continuous learning. Cameron et al. (2011) identify positive organizational practices like recognition, empowerment, and ethical leadership as crucial elements that enhance both employee happiness and organizational success.

- Promoting workplace happiness leads to lower stress levels alongside reduced anxiety and conflict for psychological health. Employees experience emotional resilience and psychological safety in happy workplaces which enables them to openly communicate concerns and build meaningful relationships

through seeking assistance (Fisher, 2010). These conditions play a vital impact in sustaining a healthy organizational environment especially within high-stakes or high-pressure public service settings.

- supports objectives set by global governance and development frameworks. The Sustainable Development Goals (SDGs) emphasize the significance of well-being at work through Goal 8 focused on Decent Work and Economic Growth and Goal 3 dedicated to Good Health and Well-being. Happiness investments deliver institutional benefits while they represent essential actions to meet global development obligations (Helliwell, Layard, & Sachs, 2020).

- affects performance levels for both individuals and institutions. Fisher (2010) found that higher productivity and job satisfaction together with increased creativity and reduced absenteeism and turnover intentions are associated with organizational happiness at the individual level.

- supports a healthy work environment while enhancing teamwork and customer service and enabling better adaptation to change (Diener et al., 2018). Research shows that organizations with content employees achieve superior performance compared to businesses with disengaged and unhappy workers (Helliwell, Layard, & Sachs, 2020).

7.2.3 Determinants of Organizational Happiness

Research has pinpointed various elements that determine workplace happiness. Key factors impacting workplace happiness according to Sánchez-Vidal, Cegarra-Navarro, and Cillo (2021) include leadership style together with job autonomy, organizational justice and workplace culture as well as communication and recognition along with personal and professional development opportunities. Employees who experience value, empowerment, and fair treatment report greater happiness at work. Employee identification and engagement improve when personal values match organizational mission leading to increased happiness according to Gavin & Mason (2004).

7.2.4 Organizational Happiness in the Public Sector

Organizational happiness becomes even more essential when applied to public administration contexts. Public sector workers regularly face bureaucratic restrictions while experiencing less operational flexibility and reduced financial rewards compared to private sector staff. The key elements for maintaining motivation and well-being in public sector employees include non-monetary aspects such as recognition and empowerment combined with psychological safety. The UNDP (2022) and OECD (2020) research demonstrates that happiness promotion in public sector institutions results in better service delivery while also enhancing employee retention and building public trust.

7.2.5 Impact of Organizational Happiness

The happiness of an organization depends directly on its cultural foundations. Employee involvement along with trust and openness in an inclusive organizational culture creates psychological well-being and a sense of belonging. Organizational values which emphasize learning and growth while giving employees a voice generate higher levels of individual happiness and commitment (Cameron et al., 2011). Research shows that organizations experience better happiness outcomes when ethical leadership and compassionate management practices promote empathy and fairness along with emotional intelligence during workplace interactions:

- *Organizational Happiness and Employee Engagement:* Employee engagement emerges as a central result of workplace happiness and represents a constructive and fulfilling condition marked by energy, commitment and deep involvement. When employees demonstrate high engagement levels, they show initiative beyond their formal responsibilities which drives organizational innovation and responsiveness. The feeling of happiness serves as a catalyst for engagement because it generates intrinsic motivation and helps employees find meaning in their work impacts (Schaufeli & Bakker, 2004).

- Establishes trust and organizational commitment. Workers who experience robust support systems and genuine enjoyment at their job will build more profound trust with their supervisors and colleagues since trust remains indispensable for institutional success. Employees become more loyal to their organizations and internal disputes decrease when trust is established which subsequently improves organizational cohesion (Gavin & Mason, 2004). Happy organizations attract and retain top talent by creating environments that support both career growth and personal fulfillment.

- Enhancing customers and citizens higher satisfaction levels when organizations maintain positive workplace environments. Staff members working in service sectors, especially in public administration often display their emotional state and mental attitude through their interactions with clients. The OECD (2020) reports that happy employees provide superior service through enhanced empathy and efficiency which positively affects citizen perceptions of public institutions. Organizational happiness creates a positive feedback loop that upholds institutional legitimacy and builds stronger public trust.

- Transforms employee well-being into an essential component of organizational growth strategies. Organizations assess workplace happiness through survey evaluations and incorporate well-being assessments into performance management systems while establishing standard practices including flexible work schedules and mental health programs together with participatory leadership approaches (Cameron et al., 2011).

- Functions as a strategic component that boosts resilience and engagement while supporting excellence. The effects of organizational happiness extend into psychological outcomes as well as organizational frameworks and societal interactions. The Jordanian public sector can build efficient and trustworthy institutions through organizational happiness which transforms them into human-centered organizations.

In general, organizational happiness emerges as a complex phenomenon that varies by context and has major consequences for public sector performance. This metric indicates how much employees feel

positive emotions and meaningful work supported by strong relationships throughout their organization. Government efforts toward modernizing public service require investment in workplace happiness strategies as a fundamental governance priority beyond traditional human resource concerns.

7.2.6. Dimensions of Organizational Happiness

Organizational happiness consists of multiple dimensions including psychological factors, emotional experiences, social interactions, and structural elements which collectively impact employee well-being and workplace satisfaction. By understanding these dimensions organizations can systematically assess and improve employee experiences. Multiple interconnected components form the foundation of organizational happiness according to academic research. Below are the dimensions that have gained the most recognition:

- **Emotional well-being** represents how frequently employees feel positive emotions like joy and enthusiasm during their work time. Emotional well-being stands as a primary component of organizational happiness which depends on the quality of interpersonal connections and workplace culture together with how well job impacts match employees' personal strengths (Fisher, 2010). Maintaining emotional well-being supports the development of resilience and creativity which leads to higher job satisfaction.

- **Job Engagement and Meaning** represents how deeply employees psychologically commit to their work by finding purpose and significance. The meaningfulness of work contributes to both intrinsic motivation and long-term commitment among employees. Research by Cameron et al. (2011) shows that companies which instill a powerful sense of purpose and collective mission achieve greater employee happiness. Meaningful work creates a bridge between individual values and organizational objectives which enhances personal fulfillment.

- **Social well-being of employees** is determined by the quality of their interactions with coworkers and management as well as their team relationships. Employee happiness at work depends greatly on the strength of interpersonal relationships and feelings of social support and inclusion (Diener, Oishi, & Tay, 2018). When employees receive acceptance and validation from their colleagues, they demonstrate more positive organizational contributions and maintain better emotional stability.

- **Sustained happiness** requires employees to maintain a balanced integration between their work duties and personal life commitments. Organizations that provide flexible working conditions and manageable workloads while honoring personal time enable employees to deal with stress and prevent burnout (OECD, 2020). This balance not only boosts employee morale but also creates enduring organizational loyalty.

- **Perception of Recognition** for their contributions plays a vital impact in determining their happiness within an organization. The combination of regular feedback and rewards along with praise leads to greater employee motivation while enhancing their sense of personal value (Lyubomirsky, King, & Diener, 2005). The organization needs to implement recognition practices that reflect inclusivity and transparency while maintaining consistency throughout every department.

- **Autonomy** indicates the level of control workers possess over their work tasks and decision-making processes. Employees who feel empowered take more initiative, drive innovation, and develop a strong sense of ownership in their work. Sánchez-Vidal, Cegarra-Navarro, and Cillo (2021) identified that granting autonomy helps build trust while also increasing accountability and happiness.

- **Happiness at work** depends on employees' perceptions of fairness regarding organizational procedures and reward systems along with interpersonal treatment. The components of organizational justice which include distributive justice, procedural justice, and interactional justice result in employees experiencing respect and fair treatment (Gavin & Mason, 2004). A workplace that commits to justice creates a positive organizational environment by minimizing conflicts.

- **Employees experience** greater security and well-being when their work environment maintains physical safety standards and psychological support. Psychological safety enables employees to share thoughts and seek support while avoiding fear of embarrassment or retaliation (Cameron et al., 2011). This fosters trust, collaboration, and mental wellness.

7.3 Relationship between the independent variable (HRMG) and dependent variable (OS)

The connection between Human Resource Management governance and organizational happiness attracts more research and policy interest because of its crucial impact on institutional performance and staff welfare. HRM governance that uses transparent practices and ethical leadership together with fair treatment produces a workforce characterized by increased happiness and productivity. The connection between these two constructs takes on special importance within public sector organizations because their strict structures and procedural limitations tend to reduce employee satisfaction and engagement (OECD, 2020). HRM governance fundamentally impacts both the structural framework and cultural environment of organizations. The implementation of transparent recruitment, merit-based promotions and clear grievance procedures generates procedural justice and fairness which proves to be highly correlated with employee happiness (Gavin & Mason, 2004). Workers who view company policies as uniformly and justly applied tend to feel both job satisfaction and organizational commitment while maintaining emotional security according to Fisher (2010). As a fundamental element of HRM governance ethical leadership establishes a workplace where respect, empathy and psychological safety thrive. Through their ethical behavior models' leaders build trust and open communication together with recognition culture which proves essential for organizational happiness enhancement (Brown & Treviño, 2006; Cameron et al., 2011). Employees maintain higher levels of organizational engagement and commitment when they trust their leaders and feel secure in expressing concerns or acknowledging errors. Employee empowerment and autonomy in HRM governance correlate strongly with multiple

dimensions of organizational happiness including job engagement as well as personal growth and intrinsic motivation. The ability to own their work while expressing creativity and maintaining control enables employees to build their happiness according to the study by Sánchez-Vidal, Cegarra-Navarro, & Cillo (2021).

The strategic connection between HR practices and organizational goals increases employees' perception of purpose and meaning in their professional responsibilities. Employees who realize their work supports organizational goals feel more satisfied and fulfilled according to Wright & McMahan (2011). Well-governed HR structures manage this alignment which strengthens collective well-being through a unified purpose among employees.

HRM governance frameworks that support recognition and inclusivity while promoting professional development create a work environment that values every employee. Employees experience enhanced belonging and value through formal and informal recognition while inclusive HR practices grant equal opportunity access and uphold dignity for all workers regardless of their background and identity (Diener, Oishi, & Tay, 2018).

Public sector institutions require robust HRM governance because external scrutiny and institutional inertia tend to diminish employee morale. The approach structures organizational culture improvement by integrating accountability and equity values along with responsiveness into routine HR operations. Research findings from the Middle East and North Africa (MENA) region and Jordan demonstrate that insufficient human resources management systems combined with limited employee input contribute to reduced happiness among public sector workers (Alshurideh et al., 2022; UNDP, 2022).

Well-managed HR systems create psychological safety that serves as a fundamental requirement for organizational happiness. The presence of psychological safety allows employees to express their thoughts and embrace risks while acknowledging errors without worrying about punishment or

embarrassment. Such a climate boosts employee mental health alongside resilience while supporting innovation and learning according to Cameron et al. (2011).

When organizations implement HRM governance mechanisms including feedback loops and training programs along with participatory decision-making processes these elements combine to create an organizational environment centered on human dignity and employee development. The organization performs dual impacts by acting as both an employer and a provider of opportunities for individual and professional growth.

The connection between HRM governance and organizational happiness functions in a reciprocal manner while maintaining a dynamic nature. Effective HRM governance builds policies and practices alongside cultural norms which sustain fairness and transparency while promoting empowerment and inclusion as foundational elements for organizational happiness. A content workforce results in increased productivity alongside greater creativity and trust building which strengthens institutional loyalty. HRM governance investment in the public sector serves as both a human resource priority and a national development strategy because employee engagement and morale directly impact service delivery and public perception.

8. Methodology

The current study is a quantitative survey, following a descriptive-analytical approach. The descriptive method was used to measure the levels of both human resource management governance and organizational happiness within public sector institutions in Jordan. The analytical method was also followed to identify the impact of human resource governance on achieving organizational happiness in the studied institutions.

8.1 Study Population: The study population consisted of all employees in public sector institutions in Jordan classified under the first and second categories subject to the civil service bylaw, totaling (181,989) employees for the year 2023, according to the Civil Service Bureau report for the year 2022/2023, noting that this statistic is the latest available.

8.2 Study Sample: The researcher distributed (1000) questionnaires to a simple random sample of employees in the studied institutions through the official email of each sample member. After a month, (119) responses were retrieved, so the researcher sent a reminder to the same sample. After another month, the number of retrieved and analyzable questionnaires reached (279) responses, which represents the study sample.

8.3 Study tool:

The study tool consisted of three sections. The first section was dedicated to demographic variables related to the study sample. The second section measures the independent variable (Human Resource Management Governance) which included (30) items. The third section measured the dependent variable (Organizational Happiness) and included (40) at public sector organizations.

The current research used a point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to assess the variable's significance and identify respondent opinions. Likert (1932) developed the theory of measuring attitudes by asking respondents to rate several statements about a topic based on how much they consented with them, thereby tapping into their perspectives. This ordinal scale was to assess levels of agreement, disagreement.

8.4 Face Validity and Reliability of the Study Tool:

The study tool (questionnaire) underwent review by 7expert judges who held academic positions in Jordanian public and private universities. This step sought expert opinions on the tool's appropriateness

by examining item volume and quality through clarity and precision as well as coherence and cohesion and recording observations for potential modifications through deletions or additions. The evaluation phase and resulting changes functioned as a face validity assessment for the tool. After completing the required steps, the team implemented all suggested improvements.

The stability of the measurement tool (questionnaire) was confirmed using the internal consistency measure, Cronbach's alpha, for the responses of the study sample obtained. A statistically acceptable value for this measure is 60% or more (Sekaran & Bougie, 2010). The higher the alpha value, the more acceptable the degree of internal consistency, indicating the stability of the study tool. It was found that the overall Cronbach's coefficient was 0.847. The coefficient for Human Resource Management Governance was 0.825, while the Cronbach's value for Organizational Happiness was 0.832, which indicates that the study tool enjoys acceptable internal consistency values. This is a suitable and sufficient value for the purposes of scientific research and statistical analysis.

9. Results

The study applied descriptive statistics to examine participants' views on Human Resource Management Governance as the independent variable and Organizational Happiness as the dependent variable. The data collection utilized a five-point Likert scale where greater scores denoted more positive participant perceptions.

9.1 Answering the first sub-question: What is the level of application of Human Resource Management governance in public sector institutions in Jordan?

Table (2)

Means and Standard Deviations of the Independent Variable (HRM Governance)

Dimensions	Mean	Standard deviation
Accountability	3.35	1.23
Transparency	3.30	1.29

Equity & Inclusion	3.35	1.24
Strategic Alignment	3.31	1.25
Ethical Leadership	3.34	1.19
Legal Compliance	3.68	1.21
Human Resource Management Governance)	**3.39**	**0.87**

Participants rated HRM governance practices as moderately positive with an average mean score of 3.39 (SD = 0.87). Among the six dimensions: Legal Compliance stood out with the highest average score of 3.68 and a standard deviation of 1.21 which demonstrates robust organizational compliance with legal standards. The transparency dimension scored the lowest mean value of 3.30 with a standard deviation of 1.29 which shows that organizations need to improve in their openness and communication practices. The range of standard deviations from 1.19 to 1.29 demonstrates moderate response variability which shows differences in how employees across departments or institutions experience their work.

9.2 Answering the second question: What is the prevailing level of organizational happiness in public sector institutions in Jordan?

Table (3)

Means and Standard Deviations of the Dependent Variable (Organizational Happiness)

Dimensions	Mean	Standard deviation
Emotional Well-being	3.32	1.28
Job Engagement & Meaning	3.41	1.21
Social Well-being of Employees	3.13	1.32
Sustained Happiness	2.56	1.20
Perception of Received Recognition	3.34	1.20
Autonomy	3.33	1.21
Happiness at Work	3.63	1.17

Employee Experience	3.46	1.17
Organizational Happiness	3.27	0.88

Organizational happiness maintained a moderately positive mean score of 3.27 with a standard deviation of 0.88. Notable patterns include: The average rating for Happiness at Work reached the highest level at 3.63 (SD = 1.17) which shows that employees find satisfaction in their immediate workplace atmosphere. The dimension of Sustained Happiness posted the lowest average score (M = 2.56, SD = 1.20) which raises questions about the enduring stability of employee well-being and happiness. The range of standard deviations from 1.17 to 1.32 demonstrates significant variation in employee perceptions that could stem from different management approaches or departmental policies and individual expectations. The descriptive statistics demonstrate that HRM governance and organizational happiness maintain positive general perceptions yet reveal significant variation across different dimensions necessitating targeted improvement strategies.

9.3 Testing study hypothesis:

The main hypothesis Ho$_1$: There is a significant impact at the significance level ($\alpha < .05$) for the Human Resource Management Governance with its combined dimensions (Accountability, Transparency, Equity & Inclusion, Strategic Alignment, Ethical Leadership, Legal Compliance) on organizational happiness with its combined dimensions (Emotional well-being, Job engagement & Meaning, social well-being of employees, sustained happiness, perception of received recognition, autonomy, happiness at work, employee experience) in public sector institutions in Jordan.

Table (4)

Multiple Regression Results

Dimensions	Beta	t-value	Sig
Accountability	0.544	14.378	0.000
Transparency	0.232	6.184	0.000
Equity & Inclusion	0.089	2.057	0.040
Strategic Alignment	0.010	0.217	0.828
Ethical Leadership	0.008	0.198	0.843
Legal Compliance	0.042	1.149	0.251
R^2	0.574		
F-value	107.602		

To test the main hypothesis related to the impact of human resource management governance (Accountability, Transparency, Equity & Inclusion, Strategic Alignment, Ethical Leadership, Legal Compliance) on organizational happiness, the independent variables was regressed against the dependent variable. The results, which is shown in table (4) indicate that this hypothesis is substantiated. That is, the R^2 value of 0.574 which indicate that 57.4% of the variance in organizational happiness is significantly explained by independent variables.

Testing sub hypotheses:

Sub-Hypothesis 1: There is a significant impact at the significance level ($\alpha < .05$) for accountability on organizational happiness in public sector institutions in Jordan. From the table (4) The result indicates a positive relation between accountability and organizational happiness (β=.544, t=14.378, $p < 0.05$) so we accept the Sub-Hypothesis 1.

Sub-Hypothesis 2: There is a significant impact at the significance level ($\alpha < .05$) for transparency on organizational happiness in public sector institutions in Jordan. From the table (4) The result indicates

a positive relation between transparency and organizational happiness (β=.232, t=6.184, p < 0.05) so, we accept the Sub-Hypothesis 2.

Sub-Hypothesis 3: There is a significant impact at the significance level (α < .05) for equity and inclusion on organizational happiness in public sector institutions in Jordan. From the table (4) The result indicates a positive relation between equity & inclusion and organizational happiness (β=.089, t=2.057, p < 0.05), so we accept the Sub-Hypothesis 3.

Sub-Hypothesis 4: There is a significant impact at the significance level (α < .05) for strategic alignment on organizational happiness in public sector institutions in Jordan. From the table (4) The result indicates no relation between strategic alignment and organizational happiness (β=.01, t=0.217, p >0.05) so, we reject the Sub-Hypothesis 4.

Sub-Hypothesis 5: There is a significant impact at the significance level (α < .05) for ethical leadership on organizational happiness in public sector institutions in Jordan. From the table (4) the result indicates no relation between ethical leadership and organizational happiness (β=.008, t=0.198, p >0.05) so, we reject the Sub-Hypothesis 5

Sub-Hypothesis 6: There is a significant impact at the significance level (α < .05) for legal compliance on organizational happiness in public sector institutions in Jordan. From the table (4) the result indicates no relation between legal compliance and organizational happiness (β=.042, t=1.149, p >0.05) so, we reject the Sub-Hypothesis 6.

10. Discussion

Finding 1 (Answering sub-question 1): Statistical analysis of mean values and standard deviations across dimensions reveals distinct patterns in employee perceptions regarding workplace satisfaction and their

experiences. The dimension "Happiness at Work" registered the highest average score indicating that employees maintain a general sense of joy in their workplace. The human resource management governance programs effectively establish a positive work environment for employees. High scores were recorded for "Employee Experience" and "Job Engagement & Meaning", revealing that employees find meaningful impacts while maintaining task engagement. The findings indicate HR policies achieve both meaningful employment opportunities and increased employee engagement. According to the "Perception of Received Recognition" dimension which scored above the midpoint employees report moderate recognition for their efforts. The analysis of "Autonomy and Emotional Well-being" metrics indicates employees maintain moderate emotional support and independence as key components of workplace motivation and well-being. The "Social Well-being of Employees" metric scored slightly below other categories which demonstrates a need for HRM governance frameworks to enhance workplace social components including employee relationships and their sense of belonging. Among all measured aspects the "Sustained Happiness" dimension received the lowest score. Employees have moments of happiness but they do not enjoy happiness that persists over time. The research findings reveal shortcomings in current HR strategies which influence long-term employee development and work-life balance along with support system dependability. The organizational happiness score demonstrates that employees perceive their happiness within the organization as moderate. The narrow range of standard deviation demonstrates consistent participant responses which reveal a broad consensus about organizational well-being. HRM governance practices in Jordan's public sector show positive effects on organizational happiness through workplace satisfaction, improved employee experience and engagement. Organizations show positive results in happiness yet struggle to retain ongoing happiness and social well-being development. HRM strategies need to deliver immediate job satisfaction and cultivate enduring social and emotional health among public sector employees according to the study findings.

Finding 2 (Answering sub-question 2) The Organizational Happiness composite measure yielded moderate results with a mean score of 3.27 and standard deviation of 0.88 indicating positive organizational happiness perception among public sector employees with some degree of variation. HRM governance generates satisfactory job happiness levels but lacks uniform strength across all sub-dimensions. The Happiness at Work dimension registered the highest mean score which indicates employees often experience substantial temporary or situation-based joy within their job environments. The combination of HRM policies that support work-life balance and generate positive work settings leads to enhanced job satisfaction which creates feelings of workplace happiness among employees. High ratings in Employee Experience and Job Engagement & Meaning reveal that employees find their work meaningful but show only moderate levels of engagement. The research demonstrates HRM governance effectively builds a stronger psychological connection between employees and their occupations and organizations. Higher-than-average scores for Perception of Received Recognition and Autonomy demonstrate that employees experience appreciation and empowerment from their job impacts. These elements are essential in building intrinsic motivation and providing employees with a sense of control which is fundamental to workplace well-being. The Emotional Well-being scores demonstrate moderate psychological well-being across employees because they were above average, yet distinct patterns emerged based on individual and departmental experiences as shown by a higher standard deviation. Lower average scores in employee social well-being reveal potential shortcomings in how employees interact socially and work together as teams. Differences in the social experiences of employees suggest organizational culture and leadership practices can lead to potential inconsistencies. The lowest average score in the Sustained Happiness category raised the greatest concerns. Workplace happiness for employees is temporary and lacks reinforcement during their career span. HRM governance strategies demonstrate shortcomings in maintaining employee satisfaction and continuous motivation and career growth. The study demonstrates that Jordanian public sector HRM governance

reached moderate achievements in organizational happiness by improving work engagement and recognition practices while enhancing employee experiences. Although organizational happiness initiatives have made progress sustainable and socially connected happiness types need additional development work. HRM governance requires a comprehensive strategy that tackles job-related factors while boosting long-term organizational health and strengthening interpersonal connections.

Finding 3 (The Main Hypothesis): The study shows that HRM governance has a meaningful impact on public sector employee happiness according to this major finding. In social science research this high explanatory power (R^2 = 0.574) shows that human resource management governance quality and implementation explain more than half of the variation in workplace happiness perception among employees. The study's conceptual framework is supported by these results which demonstrate governance's essential impact beyond structure or regulation in enhancing employee satisfaction and engagement. When HRM governance achieves effective design and implementation throughout its dimensions it significantly enables a positive organizational climate for employee success. Research demonstrates that governance practices serve as essential strategic tools that drive human-centered results within public sector organizations.

Finding 4 (Sub-Hypothesis 1): demonstrates that organizational happiness shows a statistically significant positive correlation with accountability. The high beta coefficient reveals that accountability stands as the dominant predictor among the HRM governance dimensions that were examined within the model. Organizational happiness among employees increases strongly with the implementation of accountability practices that involve clear impact definitions alongside regular performance reviews as well as fair responsibility enforcement and transparent reporting systems. Public sector institutions that develop accountability cultures enable their employees to achieve better job satisfaction along with improved emotional health and workplace participation. The foundation of these positive outcomes

could be a combination of fair treatment, management trustworthiness, clear expectations and employee recognition. Through accountability procedures organizations achieve better performance while simultaneously developing a work environment that supports and adapts to employee needs leading to improved happiness and motivation. Research supports the theory that human resource management governance performs beyond administrative duties because it integrates deeply with human and psychological aspects of organizational life. The Jordanian public sector can improve both employee satisfaction and institutional performance by strengthening its accountability frameworks.

Finding 5 (Sub hypothesis 2): The hypothesis shows that higher transparency levels in public sector institutions lead to greater organizational happiness among employees. The results demonstrate that transparency functions as a crucial factor that improves employees' psychological and emotional health and leads to enhanced job satisfaction and workplace productivity. The analysis reveals that the observed relationship stands as a consistent effect within the studied population rather than a product of random chance. As well, the result demonstrates statistical significance which supports the conclusion that organizational transparency predicts employee happiness within Jordanian public sector organizations. Research and theoretical frameworks agree that transparency forms an essential component of effective organizational governance while promoting beneficial workplace results. Employees tend to experience greater value and trust when organizations maintain transparency through open information sharing and accountable decision-making practices. The perception of transparency within an organization creates a major impact on employee happiness and satisfaction levels.

The importance of transparency increases significantly in Jordan's public sector institutions because bureaucratic structures and fixed hierarchies often obstruct open communication. An increase in transparency can help resolve problems like favoritism while making impacts clearer and expanding employee participation in decisions. Public institutions that encourage transparency build work

environments that are inclusive and empowering which leads to increased employee happiness and potential improvements in organizational performance.

Empirical data demonstrates that transparency has a significant effect on happiness within public sector organizations. Policymakers and administrative leaders need to establish transparency as a key organizational value and adopt practices which support openness and trust so that employee well-being and institutional effectiveness can improve.

Finding 6 (Sub-hypothesis 3): The results for Sub-Hypothesis 3 show a statistically significant positive association between organizational happiness and equity plus inclusion. The effect size shows only modest results when compared to other aspects like accountability or transparency yet this finding retains its importance. The research shows employees who experience fairness in organizational practices and equal growth opportunities alongside inclusive diversity policies develop increased workplace well-being and satisfaction. This study identifies that Jordan's public sector institutions should cultivate organizational cultures which prioritize fair treatment and diversity while ensuring inclusive participation. These practices simultaneously decrease feelings of marginalization and discrimination while improving employees' emotional and social well-being which forms essential parts of organizational happiness. Inclusive HRM policies build stronger employee feelings of belonging and trust which creates more engaged teams and productive work environments. The beneficial effects of equity and inclusion demonstrate a requirement for public sector organizations to establish ongoing training initiatives alongside awareness programs and fair decision-making processes which promote inclusive principles throughout all organizational levels. The results confirm modern human resource and organizational development theories which state that equity and inclusion serve as both ethical requirements and strategic drivers for organizational success and employee well-being.

Finding 7 (Sub-Hypothesis 4) is rejected. The research indicates that public sector workers in Jordan likely fail to recognize or experience HRM strategies that align with organizational goals or these

strategies do not have a direct impact on their job satisfaction. Several possible interpretations emerge: (1) Employees may not understand strategic goals or how their work contributes to institutional objectives because of insufficient awareness or communication. This disconnect may limit the psychological impact of strategic alignment on their day-to-day experiences and well-being (2) Focus on Administrative Compliance Over Strategic Integration: In public sector HRM functions remain primarily administrative rather than strategically aligned with long-term organizational planning and employee development. As a result, strategic alignment may remain more theoretical than practical in its influence on employee happiness (3) Other Factors May Be More Salient: Employees find strategic alignment less tangible compared to direct governance elements like accountability or recognition which do not serve as potent sources of happiness or dissatisfaction. This research demonstrates that strategic alignment contributes to organizational success but only translates into employee happiness when accompanied by transparent communication and active employee participation in goal-setting along with clear links between personal impacts and strategic results. The results reveal possible deficiencies in strategic HRM implementation within Jordanian public sector organizations while emphasizing the need for additional studies to examine mediating factors like employee involvement, organizational support perception or leadership trust which may determine how strategic alignment impacts employee satisfaction.

Finding 8 (Sub-Hypothesis 5) was rejected. The data indicates that ethical leadership within Jordanian public institutions fails to directly or meaningfully affect employee organizational happiness. Several interpretations can be offered for this finding: (1) The presence of ethical leadership might be weak or inconsistent because employees either fail to notice strong ethical behavior from their leaders or such behavior remains insufficiently visible or undervalued within organizational culture to affect employee happiness. This may weaken the influence of ethical leadership on day-to-day employee experiences and well-being (2) Disconnect Between Ethical Leadership and HR Practices: The presence of ethical

leadership does not guarantee its incorporation into human resources management policies or employee support mechanisms thus limiting its real-world effect on worker satisfaction. The research results do not diminish the significance of ethical leadership but show that its effect on employee happiness operates through secondary factors like organizational trust alongside psychological safety and communication channel quality. The analysis implies public sector organizations should enhance ethical leadership practices through visible actions which directly support employee well-being.

Finding 9 (Sub-Hypothesis 6) was rejected. Legal compliance maintains its importance in HRM governance and organizational integrity yet fails to directly influence employee happiness perceptions within Jordanian public sector institutions. This result allows for multiple possible interpretations: (1) Legal Compliance is Perceived as a Baseline Requirement: Employees often see legal compliance as a basic requirement instead of something that adds value. People may experience dissatisfaction or conflict when organizations fail to comply with rules but compliance by itself does not guarantee increased happiness or well-being among employees (2) Lack of Visibility or Awareness: Employees often cannot see legal compliance measures and these measures frequently do not impact their everyday work. The influence of legal compliance on employees' subjective happiness experiences remains restricted (3) Limited Human-Centered Implementation: Organizations often enforce legal compliance through procedural or bureaucratic systems without incorporating practices that support employee dignity and psychological safety which are fundamental to employee happiness (4) Other HRM Governance Dimensions Are More Salient: The nature of legal compliance seems abstract to employees because it lacks the immediate personal connection found in accountability, transparency, or recognition.

Legal compliance continues to be vital for maintaining institutional legitimacy and managing risks yet the research indicates it alone cannot determine organizational happiness within public sector institutions. The findings indicate that for organizational happiness the need exists to balance

compliance-focused governance with practices that directly benefit employees' emotional and psychological health.

11. Conclusion

The research investigated how Human Resource Management (HRM) governance impacts organizational happiness in Jordan's public sector institutions. The study analyzed how six essential governance aspects—accountability, transparency, equity & inclusion, strategic alignment, ethical leadership, and legal compliance— impact multiple elements of organizational happiness which include emotional well-being, job engagement and meaning, social well-being, sustained happiness, recognition, autonomy, happiness at work and the complete employee experience.

The outcome of the multiple regression analysis supported the primary hypothesis by showing that HRM governance accounts for 57.4% of the organizational happiness variance. HRM governance practices function as essential elements that shape how public sector employees perceive their happiness and well-being.

The dimension of accountability proved to be the strongest determinant of organizational happiness while transparency and equity & inclusion followed in influence with all dimensions showing statistically significant positive effects on the dependent variable. The analysis revealed no significant impact from strategic alignment and ethical leadership dimensions along with legal compliance which indicates these elements may be underdeveloped in practice or unrecognized by employees as contributors to their happiness.

The results indicate that HRM systems should integrate human-centered governance principles to improve workplace climate within public institutions through the strengthening of specific governance dimensions.

12. Implications

1. Strategic Human Resource Development: The findings demonstrate that Jordanian public institutions must transform their HRM governance into a strategic mechanism which supports employee satisfaction and institutional performance instead of solely being a regulatory operation.

2. Focus on Accountability and Transparency: The strong predictive power of accountability and transparency demonstrates that employee happiness increases substantially when they experience fairness and openness in their organizational environment. HR policy development and execution should focus on these crucial dimensions first.

3. Equity and Inclusion as Enablers of Well-being: The statistical significance of equity and inclusion demonstrates their importance to employee happiness despite their limited effect size. Fostering inclusiveness creates emotional safety while boosting engagement and belonging among employees.

4. Reconsidering Strategic and Ethical Dimensions: The absence of meaningful results for strategic alignment together with ethical leadership and legal compliance indicates a disconnect between organizational policies and what employees experience. There exists a need to operationalize and communicate these dimensions more effectively.

13. Recommendations

1. Enhance Accountability Structures: Public sector organizations must establish explicit performance benchmarks while creating evaluation systems and maintaining transparent enforcement of responsibilities throughout all levels.

2. Institutionalize Transparency Mechanisms: To build trust and engagement organizations must set up reliable communication methods, boost employee participation in choices and allow access to necessary information.

3. Promote Equity and Inclusion Initiatives: Organizations must establish diversity training programs while reviewing HR methods to remove biases and guarantee equal advancement opportunities for every staff member.

4. Operationalize Strategic Alignment at all Levels: Link individual and departmental objectives to strategic goals to boost their visibility and relevance. Involving employees throughout strategic planning processes strengthens ownership and creates alignment.

5. Strengthen Ethical Leadership through Development Programs: Support leadership development programs that emphasize ethical behavior through integrity and transparency in decision-making. Leaders should demonstrate desired behaviors and values to shape the organizational culture.

6. Integrate Legal Compliance with Employee-Centric Values: Move beyond treating compliance as a mere procedure by embedding it within HR policies to support employee rights and enhance psychological safety and well-being.

7. Conduct Future Research on Mediating Factors: Research should explore mediating or moderating variables including organizational trust, employee engagement, and perceived organizational support to understand the impact of governance dimensions on happiness.

Suggestions for Future Studies

This research offers important understandings about human resource management governance and organizational happiness in Jordan's public sector but leaves multiple opportunities for additional study.

1. Examination of Mediating and Moderating Variables: The next step in research should investigate how organizational trust and employee engagement function as mediating or moderating variables alongside psychological safety and perceived organizational support. The above-mentioned factors likely clarify how HRM governance dimensions affect organizational happiness.

2. Sectoral and Institutional Comparisons: A research comparison of HRM governance between public and private sector institutions would reveal how these practices vary across different contexts and the subsequent effects on employee happiness. This research would strengthen the ability to apply findings across different sectors.

3. Qualitative Investigations: Using qualitative methods like interviews and focus groups researchers can obtain deeper understanding of employee views on HRM governance practices and how these perceptions impact their personal well-being. This method has the potential to reveal contextual and cultural elements which quantitative methods would struggle to identify.

4. Longitudinal Studies: Longitudinal research enables organizations to understand the evolving relationship between HRM governance practices and employee happiness while providing insights into how these policies affect organizational climate.

5. Exploring Cultural Influences: The distinctive cultural environment of Jordan and the Middle Eastern region suggests that upcoming research should explore how traditional values and social norms combine with HRM governance to determine employee satisfaction. Comparative regional studies provide valuable insight into this area of research.

6. Researchers should broaden their conceptual frameworks to include further governance dimensions such as participation and organizational justice while adding happiness factors like life satisfaction and mental health for complete analysis.

7. Policy Evaluation Studies: Further investigations should assess particular HRM strategies such as diversity programs and flexible work policies to determine their direct effects on organizational happiness components.

Conflicts of Interest

The author declares no conflict of interest.

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