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The Examination of the Impact of Organizational Happiness on Administrative Health with the Mediating Role of Job Satisfaction among Employees of Sports and Youth Organizations in Isfahan Province

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Article Info	Abstract
Article type: Research Article	<p>The aim of this research was to examine the Impact of Organizational Happiness on Administrative Health with the Mediating Role of Job Satisfaction among Employees of Sports and Youth Organizations in Isfahan Province. The research methodology was descriptive-correlational in terms of purpose and nature and was conducted through a survey. The study population included all employees of sports and youth organizations in Isfahan province (410 individuals). Using Krejcie and Morgan's table, a sample of 201 individuals was selected, and ultimately, 195 questionnaires were returned and analyzed. Samples were selected using stratified random sampling. Data were collected using three standard questionnaires: organizational happiness, job satisfaction, and administrative health. The validity and reliability of the questionnaires were confirmed, and the Cronbach's alpha coefficient for the reliability of the questionnaires was 0.73, 0.81, and 0.87, respectively. Data analysis was performed using SPSS version 23 and PLS version 3 software. The research findings indicated that, from the employees' perspective, organizational happiness has a positive and significant impact on administrative health with the mediating role of job satisfaction. Job satisfaction also has a significant impact on administrative health. Furthermore, the path coefficient results showed that organizational happiness has a positive and significant influence on administrative health and job satisfaction. Therefore, based on the obtained results, managers and officials of sports and youth organizations can improve employee job satisfaction and subsequently enhance administrative health in their organizations by creating conditions of enthusiasm and happiness in the workplace.</p>
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Introduction

Contemporary societies, by harnessing innovative and responsible human resources, pursue their goals in all production and service areas, contributing to the progress of society, which is undoubtedly achievable with a healthy organization (Rabiei & Bigdeli, 2011). One of the primary concerns in human resource management is the administrative well-being of employees. Administrative well-being refers to a condition in which the level of administrative corruption within an organization has been minimized to an acceptable degree. Administrative corruption is an undeniable issue faced by all governments, stemming from the country's administrative framework and the management of governmental operations, and it becomes increasingly evident as societies evolve (Haywood et al., 2002). When an organization possesses appropriate goals in all its resources, it can have administrative health and swiftly identify administrative laws and barriers to organizational objectives and implement the necessary strategies (Samaram & Amin Aghaei, 2010). Organizational health is a unique concept that creates a positive perception of administrative health. In healthy organizations, employees are loyal and effective, possessing a positive spirit. In a healthy organization, employees come to work with enthusiasm and are satisfied with their work. Organizational health in terms of physical, mental, security, commitment, worthiness, knowledge, expertise, and the execution of all tasks assigned from the upper system results in behavioral efficiency within an organization (Sajadi et al., 2015). Moreover, Peng and Chan (2019) assert that the need for promoting health management is particularly higher for older workers and should be addressed (Peng & Chan, 2019).

A healthy administrative system, in addition to providing services and meeting customer needs both qualitatively and quantitatively, enhances human resource well-being by creating mental and physical comfort, happiness, and positive motivation. If all organizational factors move toward achieving the organization's goals, they can reach such a position (Haji Khalili & Rostami Nia, 2014).

Happiness and joy are common goals for humans, and everyone strives to achieve them. Individuals evaluate themselves and their lives based on several components of life satisfaction, the creation of positive emotions, and the absence of negative feelings. Addressing the concept of joy is necessary because, on one hand, happiness increases employees' positive emotions and, on the other hand, reducing negative emotions, it increases productivity (Andrew et al., 2010). When a person makes proper use of their talents, it creates a joyful and happy working environment (Dutton & Edmonds, 2007; Oswald et al., 2015). Spirituality can play a crucial role in creating long-term happiness for individuals (Mahipalan & Sheena, 2019).

Happiness, aside from being beneficial for individuals, also has an impact on the organization. Employee happiness is related to increased productivity, enhanced job satisfaction, and improved job safety (Nasr Isfahani et al., 2012). Happiness at work has long-term effects on employees and organizations; for example, it positively affects job satisfaction, commitment, creativity, energy, organizational citizenship behavior, and negatively affects absenteeism, worry, mental fatigue, employee turnover (Müceldili & Erdil, 2016).

Employees who experience happiness have higher job satisfaction; in other words, those who prioritize happiness and joy have greater job satisfaction. These employees believe that their organization provides valuable and credible services (Karl & Peluchette, 2006). The feeling of organizational happiness does not imply that individuals feel good at all times or that they should never experience common negative emotions such as anger, frustration, despair, failure, and jealousy at work. Rather, happiness at work is a journey in which individuals grow, flourish, and simultaneously overcome their negative feelings. Happiness at work represents a mindset that enables individuals to maximize their performance by harnessing their potential (Pryce Jones, 2010). In this research, a mediating factor known as job satisfaction has been utilized to analyze the role of happiness in administrative health. Job satisfaction is one of the extensively discussed topics in organizational behavior (Jeon & Choi, 2012). Locke has provided a comprehensive definition of job satisfaction, which is the experience of positive and pleasant feelings that indicate the evaluation of work and the individual's work experience (Locke, 1976). Job satisfaction results in an individual's perception of important outcomes that their work has produced (Tella et al., 2007). According to Hoppock, job satisfaction is complex and multidimensional, related to psychological, physical, and social factors (Hoppock, 1935). Job satisfaction has three essential dimensions: the individual dimension, which determines the quality of task

performance and its impact on employees' organizational behavior, the systemic dimension, meaning how job satisfaction affects organizational variables, and the social dimension, which refers to the impact of employees' job satisfaction on overall life satisfaction (Hosseini Hashemzadeh, 2010). Employees with higher job satisfaction have a good psychological alignment with their individual needs, values, and job characteristics (Giauque et al., 2014).

Fisher and Hanna also introduce job satisfaction as a psychological factor and describe it as a form of emotional adaptation to the job and work situation. In other words, if a job is suitable for an individual, they will be satisfied with it; if not, they will seek to change their job (Goodarzi, 2015). George define job satisfaction as a set of beliefs that people have about their jobs (George, 2008). Feldman and Arnold define job satisfaction as individuals' positive inclinations towards their jobs and believe that when someone is highly satisfied with their job, they essentially like their work and fulfill their needs through it, resulting in a positive feeling about their work (Goodarzi, 2015).

Research results on these matters in the workplace indicate that by changing and manipulating certain variables in organizations, organizations can be transformed, ultimately increasing job satisfaction and productivity (Fani & Aghaziyarti, 2013). In mental health, feelings of happiness and joy, through increasing positive emotions and reducing negative emotions, lead to increased satisfaction and, consequently, productivity. In this regard, Nasrollahzadeh and colleagues (2020) state that there is a positive and direct relationship between job satisfaction and social happiness. However, job satisfaction has an inverse and negative relationship with job burnout (Nasrollahzadeh et al., 2020). Vaezi et al. (2019) in their research titled "The relationship between professional vitality and job success in organizations," reached these results that there is significant relationship between professional vitality and job success. The results of the subsidiary hypotheses of the study showed that there is a positive significant relationship between professional vitality and job satisfaction and professional vitality and flexibility of human resources. There is also a significant negative correlation between professional vitality and the tendency to quit. Bahadori and Soleimani (2020) also acknowledged in their research that there is a significant relationship between dimensions of happiness and job satisfaction with the efficiency of employees of the General Department of Sports and Youth in Hamedan Province. Due to this, it's essential to create a joyful atmosphere in the organizational context, fostering a happy and healthy society as well as a dynamic organization with positive emotions. This can not only transform the work environment into a dynamic and creative space but also influence family and employees, aligning them with organizational goals. Moreover, by considering the shared factors affecting happiness and performance, can enhance organizational happiness and performance (Ferrie et al., 1995).

Research by Bacotic (2016) showed a weak correlation between employees' job satisfaction and their organizational performance. These researchers also stated that job satisfaction is a determinant of organizational performance (Bacotic, 2016). Kun and Gadancz (2022) acknowledge that workplace happiness has a positive and significant relationship with intrinsic psychological resources, especially hope and optimism (Kun & Gadancz, 2022). Zinovieva and colleagues (2021) stated that happy employees are willing to perform assigned tasks even if they lose financial benefits. Emotional factors like self-esteem and positive experiences have a positive impact on work-related health and productivity (Zinovieva et al., 2021). The results of the study by Jaber and colleagues (2022) also demonstrate that organizational support has a significant impact on work-family conflict, job satisfaction, and life satisfaction. These researchers also suggest that considering the role of organizational support in reducing work-family conflict and its impact on job satisfaction and life satisfaction, sports organizations should plan their strategies based on the concepts and results of this research to facilitate the presence of women in sports (Jaber et al., 2022). As job satisfaction is related to employees' emotions and feelings, it contributes to organizational health and, in turn, to productivity, reduced employee absenteeism, and life satisfaction. Satisfied individuals have a positive attitude, while dissatisfied ones have a negative attitude towards their work (Lumley et al., 2011). When employees in an organization make more effort, they lead to the organization's success, and they can direct their organization toward achieving ideal goals (Maleki, 2012). Furthermore, researchers believe that promoting organizational health in sports organizations and addressing issues like financial instability in sports, unfair and unprofessional competition, loss of reputation, and violations of respect, and reducing the

motivation of sports organizations' employees and emerging athletes can increase organizational efficiency and effectiveness (Zare et al., 2016).

In Iran, sports are experiencing a growing trend, with a significant portion of this development being the responsibility of sports organizations. The general administrations of sports and youth, as the overseers of sports in the country's provinces, play a direct role in guiding the community's sports activities. Their aim is to respond swiftly to the increasing, rapid, and complex changes in the environment, make the best use of emerging opportunities, and navigate through the challenges posed by the COVID-19 pandemic in recent years, which has been associated with the closure of many sports venues and events. And it is approved in creating the disease of administrative insanity or to be more precise, administrative corruption.

Research Methods

The present research is applied in terms of its objective and descriptive-correlational in terms of its nature; and it has a survey strategy. The population of the study included all the managers and employees of the Sports and Youth Departments of Isfahan Province in 2022, which, according to the Human Resources Department, had a total population of 410 individuals. Using Krejcie and Morgan's table, the sample size was determined to be 201 individuals. In this research, stratified random sampling was used. The measurement tools used in the research were standard questionnaires for organizational health from Hoy and Feldman (1996), employees' feelings of happiness from Kroll (Kroll, 2007), and job satisfaction from Wysocki and Kromm (1991), which were scored on a 1 to 5 Likert scale. To assess the questionnaires' validity, they were provided to a number of professors in the field of sports management and were confirmed. The reliability of the questionnaires was calculated using Cronbach's alpha, resulting in 0.73 for organizational happiness, 0.81 for job satisfaction, and 0.87 for organizational health. The researcher distributed the selected questionnaires among the samples by visiting the Sports and Youth Departments of Isfahan Province. After being completed by the respondents, 195 questionnaires were fully collected and analyzed. For analyzing the data, descriptive statistical methods such as mean, standard deviation, frequency distribution, and percentages were used. In addition, inferential statistics involved the use of Kolmogorov-Smirnov, one-sample t-test, and structural equation modeling. The statistical analysis was carried out using SPSS version 23 and PLS with a significance level of 0.05.

Findings

The sociodemographic characteristics of the research population included gender, age, education level, and work experience. The majority of the sample group consisted of 156 males, and the minority included 39 females. The highest frequency concerning age was the 35-44 years old group with 78 individuals, and the lowest frequency belonged to the age group of 55 years and above, consisting of 21 individuals. In terms of education level, the highest number of participants had a bachelor's degree, accounting for 100 individuals, while the lowest number had a diploma, with only 8 individuals. Moreover, most of the sample group, 66 individuals, had work experience ranging from 6 to 10 years, and the fewest number of participants, 16 individuals, had work experience of less than 5 years.

Table 1- Frequency Distribution of the Sample Group Based on Sociodemographic Characteristics

	Type	Frequency	Percentage
Gender	Male	156	80
	Women	39	20
Age	34-25years	42	22
	44-35 years	78	40
	54-45 years	54	28
	55years & above	21	11
Education	Diploma	8	4
	Associate degree	30	15
	Bachelor's degree	100	51
	Master's degree & above	57	29
Work experience	Less than 5 years	16	8
	6-10 years	66	34
	11-15 years	52	27
	16-20 years	35	18
	More than 20 years	26	13

Initially, based on Table 2, the significance level of the test for the variables of organizational happiness, administrative health, and job satisfaction was found to be greater than 0.05, indicating that the distribution of all variables is normal.

Table 2- Examination of the Normality of Research Variables Job Satisfaction Administrative Health Organizational Happiness

Variable Name	Job Satisfaction	Administrative Health	Organizational Happiness
Z	0/54	1/28	1/09
Significance Level	0/38	0/11	0/18

A one-sample parametric t-test was used to examine the status of the research variables, comparing the means to a fixed value (hypothetical mean of 3). If respondents' opinions about the status of the research variables are higher than the hypothetical mean of 3-5, it can be said that the status of the research variables is desirable. According to the findings in Tables 3-5, the means of the research variables, organizational happiness, administrative health, and job satisfaction, are above the average level.

Table 3- One-Sample t-test of Employees' Organizational Happiness and its parameters

Variable static	Number	Mean	Standard deviation	t-statistic	Significance Level
Organizational Happiness	195	3/26	0/46	2/68	0/001
Organizational level	195	3/31	0/46	2/74	0/001
Administrative level	195	3/24	0/53	2/64	0/001
Technical level	195	3/21	0/62	2/57	0/001

Table 4- One-Sample t-test of Employees' Administrative Health and its parameters

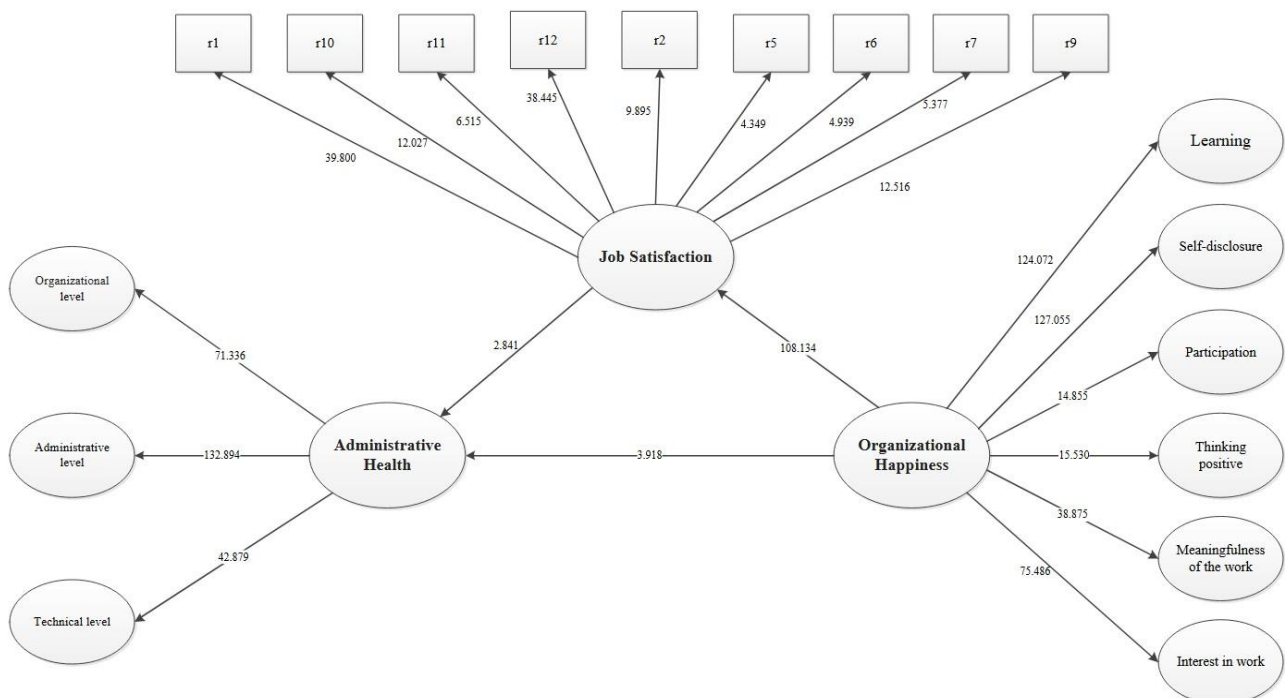
Variable static	Number	Mean	Standard deviation	t-statistic	Significance Level
Administrative Health	195	3/24	0/38	2/63	0/001
Learning	195	3/22	0/32	2/51	0/001
Self-disclosure	195	3/27	0/44	2/58	0/001
Participation	195	3/24	0/36	2/61	0/001
Thinking positive	195	3/29	0/51	2/67	0/001
Meaningfulness of the work	195	3/22	0/29	2/71	0/001
Interest in work	195	3/21	0/32	2/61	0/001

Table 5- One-Sample t-test of Employees' Job Satisfaction

Variable static	Number	Mean	Standard deviation	t-statistic	Significance Level
Job Satisfaction	195	3/15	0/54	1/73	0/09

According to Tables 3-5, it is observable that organizational happiness among the employees of the Sports and Youth Offices of Isfahan province was desirable. Regarding administrative health among the employees of the Sports and Youth Offices of Isfahan province, there was a significant difference compared to the average level, and it was higher. Therefore, administrative health among the employees of the Sports and Youth Offices of Isfahan province is in good condition. In terms of job satisfaction among the employees of the Sports and Youth Offices of Isfahan province, there was no significant difference compared to the average level. So, job satisfaction among the employees of the Sports and Youth Offices of Isfahan province is in good condition.

Next, structural equation modeling principles and foundations were used to draw the research model in analytical software. When the covariance matrix of the model and the covariance matrix of the observed data are equivalent, the desired model is consistent with a series of observed data, meaning when the residual matrix and its elements are close to zero. However, this consistency depends on the estimation method, the model, the features of the observed data, and so on. The chi-square test of independence is the most important indicator of model fit. Of course, using this test involves adhering to certain assumptions that can sometimes be violated. The main difference between the chi-square test and secondary fit indices is that the chi-square test is an indicator of model misfit, and the smaller its value, the better the fit of the model. In contrast, secondary fit indices such as root mean square error of approximation, comparative fit index, and Tucker-Lewis's index, in these indices, the higher their values, the better the fit of the model.

**Figure 1. Values of t-statistic for Research Hypotheses Before fitting the partial model**

The overall fit of the conceptual model was examined. The PLS model provides fit indices for measurement models, such as Average Variance Extracted (AVE) and Composite Reliability (CR), and reports the R-squared (R²) as a measure for the fit of structural models. Values greater than 0.50 for AVE

and greater than 0.70 for CR indicate an appropriate fit for measurement models. - [Please note that specific numerical values from the text are not provided, as they seem to be missing in the original text.]

Table 6- Model Fit Indices

Variable	AVE	Composite Reliability	R2
Organizational Happiness	0/51	0/94	-
Administrative Health	0/53	0/86	0/86
Job Satisfaction	0/52	0/92	0/90

The results obtained from the table indicate that the Composite Reliability (CR) and Average Variance Extracted (AVE) for the latent variable demonstrate suitable values. Additionally, the R2 indicator, which is calculated and reported only for the latent variables within the model (latent variables that play the role of dependent variables in the main conceptual model of the research), is reported for the variables "organizational health" and "job satisfaction," which are the main conceptual model variables. After removing questions with factor loadings below 0.40, the research model was reassessed. As a result, the findings indicate that the model enjoys a good fit (Figure 1).

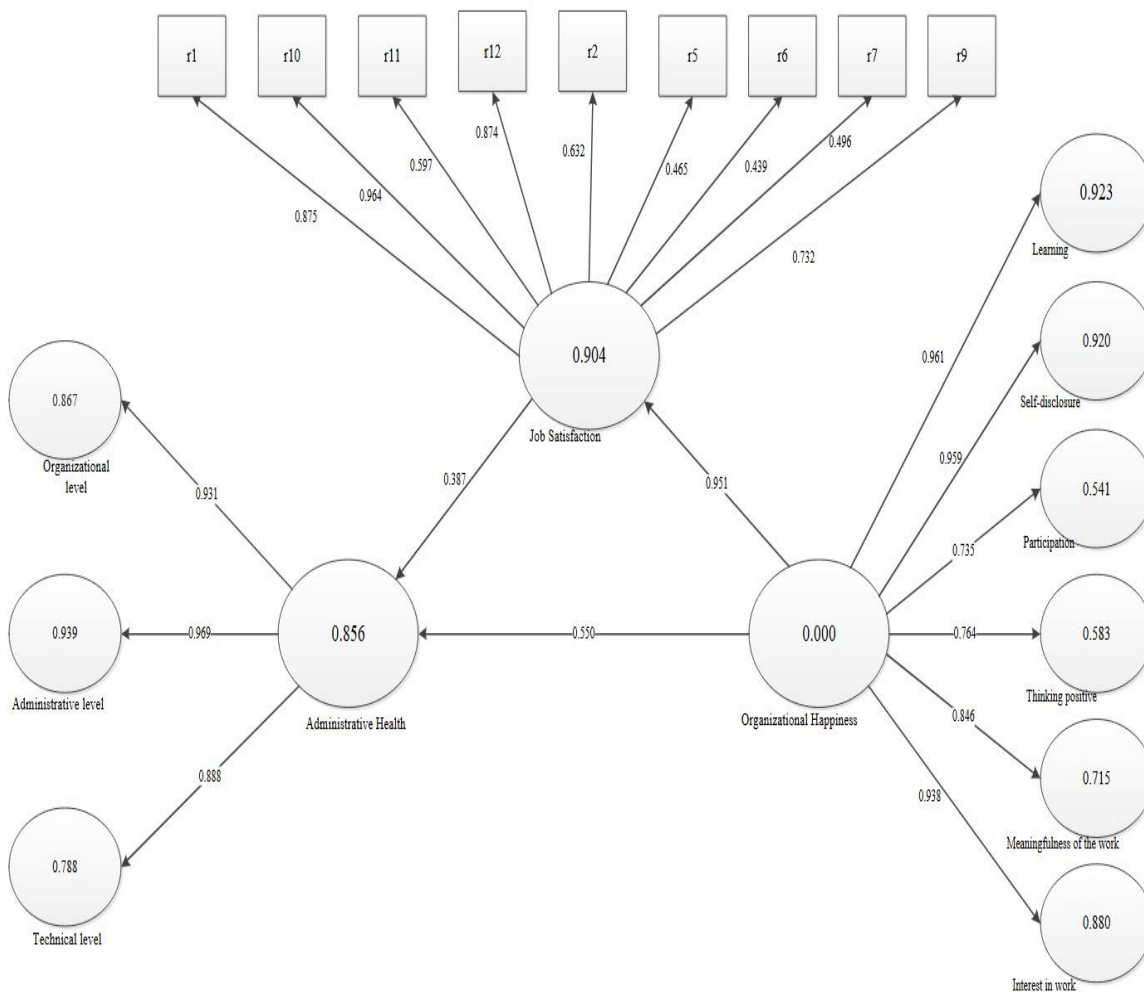


Figure 2- Research Structural Model (Path Coefficients Diagram of Research Hypotheses)

In the following, the table displays the estimated coefficients in the research structural model along with their significance. The findings from the research model, based on the results obtained from the t-test, indicate that organizational happiness significantly influences administrative health.

Table 7- Estimated Coefficients of the Impact of Organizational Happiness on Administrative Health

Organizational Happiness on administrative Health	Standardized coefficient of the variable	t-statistic	Significance Level
	0/55	0/92	0/001

Based on the results from Table 7, the path coefficient of organizational happiness on administrative health is 0.55, which is a positive and significant effect, confirming the positive and meaningful role of organizational happiness on administrative health (Figure 2). Additionally, Table 8 shows the estimated coefficients in the research structural model along with their significance values. The findings from the research model based on the results obtained from the t-test indicate that organizational happiness has a significant impact on job satisfaction.

Table 8- Estimated Coefficients of the Impact of Organizational Happiness on Job Satisfaction

Organizational Happiness on Job Satisfaction	Standardized coefficient of the variable	t-statistic	Significance Level
	0/95	108/13	0/001

Based on the results obtained from Table 8, the path coefficient of organizational happiness on job satisfaction is 0.95, which is a positive value. This confirms the significant and positive impact of organizational happiness on job satisfaction, indicating that organizational happiness plays a positive and meaningful role (Figure 2). Table 9, along with the significance values, displays the estimated coefficients in the structural model of the research. The findings derived from the research model, based on the results from the t-test, indicate that organizational health significantly influences job satisfaction.

Table 9- Estimated Coefficients of the Effect of Organizational Health on Job Satisfaction

Administrative Health on Job Satisfaction	Standardized coefficient of the variable	t-statistic	Significance Level
	0/39	2/84	0/001

Based on the results from Table 9, the path coefficient of organizational health on job satisfaction is 39.0, which is a positive value. This confirms the significant and positive impact of organizational health on job satisfaction, indicating that organizational health plays a positive and meaningful role in job satisfaction (Figure 2). Finally, Table 10 shows the estimated impact coefficients in the research structural model along with their significance levels. The findings from the research model, based on the results of standardized coefficients, suggest that organizational health has a significant and meaningful effect on organizational health in the role of job satisfaction mediator.

Table 10- Estimated Coefficients of Organizational Happiness on Administrative Health with Job Satisfaction as a Mediator

Variables	Standardized coefficient
Organizational happiness affecting administrative health with the mediating role of job satisfaction.	$0/37=0/39*0/95$

According to the results from [Table 10](#), the path coefficient of organizational happiness on administrative health with the mediating role of job satisfaction is 0.37, which is a positive value. This confirms the significant and positive impact of organizational happiness on administrative health with the mediating role of job satisfaction, indicating that organizational happiness plays a positive and meaningful role in administrative health through job satisfaction.

Discussion

The success of any organization relies on the effective allocation and utilization of its equipment, finances, raw materials, and human resources in executing its plans. This success is achievable when the organization can harness the skills, abilities, and both individual and collective qualities of its employees in alignment with its organizational goals ([Seyedjavadin, 2013](#)). This research aims to analyze an organizational issue that arises from the presence of individuals with varying personal and psychological traits within organizations. Specifically, it considers administrative health and investigates how the feeling of organizational happiness influences administrative health, with job satisfaction acting as a mediating factor. Encouraging employment and reducing feelings of depression can foster a healthier organizational environment and move towards an improved state. The results of this research are divided into six detailed parts.

The first part indicates that the respondents' perception of organizational happiness and vitality in the sports and youth departments of Isfahan province is rated at 3.26 which is above the hypothetical average. The significance level was found to be 0.005, lower than the threshold of 0.05 with a t-statistic of 2.68. Therefore, it can be concluded that the sense of organizational joy and vitality among employees of the sports and youth departments in Isfahan province is favorable. This finding aligns with the research results of [Yaqoubi et al. \(2013\)](#). It appears that the sports and youth departments in Isfahan foster a vibrant and positive environment, and since most employees engage with sports and youth, they experience a heightened sense of organizational happiness.

The second part of the results of this research concerning the variable of administrative health indicates that the average opinion of respondents regarding the administrative health status of employees in the sports and youth departments of Isfahan province is 3.24. This figure is greater than the hypothetical average, with a significance level of 0.02, which is less than the threshold of 0.05, and a t-statistic of 2.63. Therefore, with 95% confidence, we can conclude that the administrative health of employees in these departments is above the average level. This finding aligns with the studies conducted by [Memarzadeh Tehran and Najafi \(2017\)](#) as well as [Daniyali and Hamidi \(2018\)](#). Given that many variables contribute to the health of an organization, it is essential for the organization to maintain high standards of health. This encompasses factors such as respect for clients, having clear and well-defined ideas, and a commitment to performing organizational tasks effectively.

The third part of the research results regarding job satisfaction among employees in the sports and youth departments of Isfahan province indicates that respondents rated their job satisfaction at 3.15, which is above the hypothetical average. The significance level was 0.09, exceeding the 0.05 threshold, and the t statistic measured at 1.73. Therefore, with 95% confidence, we can conclude that job satisfaction among these employees is not significantly different from the average level. This finding aligns with the studies conducted by [Fayazi et al. \(2013\)](#) and [Saidipour et al. \(2013\)](#). It appears that certain factors, such as material incentives and the extent of satisfaction with received rewards, have contributed to the average level of job satisfaction among the employees in the sports and youth departments of Isfahan province.

The fourth part of the results from this research indicated that the path coefficient of organizational happiness on administrative health among employees in the sports and youth departments of Isfahan province is 0.55, reflecting a positive value. The t statistic (t) is 3.92; thus, with 95% confidence, we can assert that organizational happiness plays a positive and significant role in administrative health for these employees. This finding aligns with the studies conducted by Ansari et al. (2013), Manochehri (2011), Indumathy (2012), and Kim et al. (2009). One of the strategic needs for the long-term success of organizations is to have happy employees. Therefore, if an organization possesses cheerful and satisfied employees, the overall organizational health is likely to improve due to the positive atmosphere among staff.

The fifth part of the results from this research demonstrated that the coefficient representing the impact of organizational happiness on job satisfaction among employees in the sports and youth departments of Isfahan province is 0.95, indicating a positive relationship. Additionally, the t-statistic value is 108.13. Therefore, with 95% confidence, we conclude that this path coefficient is statistically significant at an error level of 0.001 confirming a significant and positive effect of organizational happiness on job satisfaction for these employees. This finding aligns with the studies by Poursardar et al. (2012), Vaezi et al. (2019), and Ansari et al. (2013). Particularly Poursardar et al (2012), which established that higher mental health levels contribute to increased life satisfaction.

The sixth part of the findings from this research indicated that the coefficient representing the relationship between job satisfaction and administrative health among employees of the sports and youth departments in Isfahan province is 0.39, a positive value. The t statistic value (t) is 2.84. Therefore, at a 95% confidence level, we can conclude that this path coefficient is significant at the 0.05 error level, confirming a significant and positive relationship between job satisfaction and administrative health. It can be stated that job satisfaction has a positive and significant association with administrative health among the employees of the sports and youth departments in Isfahan province. This finding aligns with the research conducted by Fiyazi et al. (2015).

The seventh part of the findings from this research indicated that the path coefficient is 0.37, a positive value that confirms a significant and positive relationship between feelings of organizational happiness and administrative health, with job satisfaction serving as a mediating factor among employees in sports and youth departments. This result is consistent with the studies conducted by Soltan Hosseini et al. (2010), Nakhai and Aalami (2022), Seyed Javadin et al. (2016), Unanue et al. (2021), Vaezi et al. (2019), and Reece et al (2021). In their study, Nakhai and Alami (2022) found a significant relationship between happiness and organizational health, highlighting the mediating role of self-efficacy (Nakhai & Alami, 2022). The primary objective of this research has been to examine the levels of administrative health alongside employees' perceptions of organizational happiness and job satisfaction. This analysis aims to mitigate the effects of corruption, which often arises when preventive measures aren't prioritized by managers, leading to the establishment of rigid and intimidating oversight structures. The repercussions of misconduct and the implementation of various punitive policies have often been the simplest tactics chosen by short-sighted managers and decision-makers.

Conclusion

Therefore, considering the obtained path coefficients and the research results indicating a positive and significant influence of organizational happiness on organizational health with the mediating role of job satisfaction, it can be stated that in the field of organizational behavior management, organizational happiness is a novel concept. Organizational happiness signifies that positive thinking, gratitude, positive emotions, and generosity lead to increased employee satisfaction and organizational commitment. This emerging concept results in increased productivity, improved efficiency, better decision-making, increased

longevity, and so on. Job satisfaction in employees is one of the main factors for the development and success of organizations, making the organization dynamic, and organizational health is an unparalleled concept that allows us to have a better picture of organizational well-being.

Finally, based on the obtained results, it is recommended for managers and officials to plan group and family recreational programs for employees of sports and youth administrations in Isfahan province in order to improve employee job satisfaction. In this regard, special attention should also be given to the dimensions of organizational happiness in the organizations, and, depending on the nature of the organizations, provisions and facilities should be provided for addressing the recreational activities of employees.

Therefore, in most organizations, there is no correct and practical understanding of organizational happiness, therefore, having a correct understanding of the phenomenon of organizational happiness and, consequently, job satisfaction, can have a double effect on organizational excellence and growth, and ultimately, improving the quality of life of employees. Managers can also increase their vitality and happiness with solutions such as empowering employees to do assigned tasks, treating employees fairly and respecting them, creating job security, creating work groups and paying attention to employees' opinions, and the field of more effective performance, and provide more job satisfaction.

In addition, in line with the results of this research, researchers are recommended to analyze the impact of organizational happiness on productivity or job turnover in sports organizations. Also, individual or group behaviors can have a significant impact on organizational happiness and job satisfaction, therefore variables such as organizational commitment, organizational intelligence, or organizational culture can be used as dependent, independent, or mediating variables in researches so as to examine organizational happiness.

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Conflicts Of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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