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Proposing and Explaining a Model for Happiness in the Organization Based on National Culture (Case Study: Tehran Municipality)

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Abstract
The effects happiness has in the work environment for increasing the effectiveness and efficiency of the employees necessitate the studying and investigating of the concept of happiness in various organizations. Therefore, the current study tries to propose and explain a happiness model in the organization based on national culture. This study has been carried out using a combinatory method and in two sections; namely, the qualitative and the quantitative parts. In the qualitative section, we interviewed experts and university specialists, selected using targeted sampling method, to carry out the identification and classification. In the quantitative section of the study, we utilized the descriptive-survey method and the data gathering tool made by the researcher to elicit the views and opinions of 383 employees of Tehran Municipality, which had been selected using simple random sampling method. Then, we used Pearson's correlation coefficient and confirmatory factor analysis to analyze the obtained data. The findings show that physical, psychological, spiritual, and social components are among the personal aspects of happiness based on national culture and components such as coherence and sociability are among the organizational aspects of happiness based on national culture.

Key words: *Happiness, Organizational Culture, National Culture, Tehran Municipality.*

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Introduction

The vociferous beginning of the current century which was accompanied by the rapid growth of competition in all the organizational fields (Popescua et al., 2014) has focused the efforts of scholars on studying organizational behavior in order to create a knowledge base for improving personal and organizational performance (Bandura et al., 2014). Meanwhile, the concepts and issues of organizational behavior in various fields have been one of the most important common ideas between management and psychology (Yammarino & Dansereau, 2009). According to Waltz (2009), the diversity in the behaviors of individuals in the organizations has made the intertwining of interdisciplinary studies in the current age as complex and inevitable as human beings' social interactions.

During the last few decades, with the advent of positive psychology, health criteria have gone through a fundamental change (Donaldson & Ko, 2010). This new branch of psychology deals basically with the scientific studying and investigation of capabilities, happiness, and mental wellbeing of human beings (Najafi et al., 2012; Shogren et al., 2006). In this type of psychology, instead of focusing on the identification and investigation of psychological shortcomings and behavioral problems, or correcting or treating them, the focus is on identifying and improving the positive aspects and potentials of human beings (Shahaniyelagh et al., 2011). A number of studies show that considering the uncertainty in the surrounding environment of the organizations, there is a necessity for adopting an appropriate behavioral approach for the development and growth and even the survival of the organization (Fourohar et al., 2013). Accordingly, one of the constructs focused upon in positivist psychology by the scholars and researchers is happiness and this focus is developing rapidly as a new movement (Wright, 2003; Bakker and Schaufeli, 2008).

Happiness and joyfulness, as one of the most important psychological needs of human beings, have always occupied the minds of individuals due to their massive effects on shaping the human character and the total life events of human beings (Dean & Gibbs, 2015; Kulophas et al., 2015). For many societies, happiness and being happy is very important and in many societies, happiness is considered as the most valuable goal (Diener, 2000; Hess et al., 2010). Philosophers and social scholars have defined happiness in various ways (Kesebir & Diener, 2008). Some scholars defined happiness as one of the six basic human emotions which include anger, fear, hatred, amazement, discomfort, and happiness (McMahon, 2006). Some other scholars have proposed a more broad definition of happiness, saying that happiness is the degree or the extent an individual judges his or her total life as completely desirable (Samani and Torabi, 2011). The biggest categorization between pleasure-based approaches to happiness such as having a good feeling and judgment is in contrast with the approach where virtue-based approaches to happiness reside, which involves doing something that is virtuous and ethically sound and it is meaningful and a source of improvement for the individual (Ryan & Deci, 2001; Ryff & Singer, 2008). Since nowadays many people spend most of their days in organizations, if they have a happy work environment, they can utilize the benefits of that environment (Arvin & Lew, 2014). The most important factor in the psychological health of individuals is happiness. Happy people response better to events and accidents, they experience a lower level of mental pressure, and their immune systems are stronger than those of unhappy people. By creating positive emotions in employees, happiness can increase their success rate. People with positive emotions are more willing to experience new situations and conditions and they will engage work more effectively (Boehm & Lyubomirsky, 2008).

Many scholars and researchers, searching for the reasons behind the successes and failures

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of organizations, have reached the conclusion that the only factor for the success of the organizations is not related to issues such as structure, technology and equipment; rather, the non-material and spiritual factors are more effective in the success of organizations (Hampton, 2007). Innovative and creative human resources can play an important goal in reaching this goal; however, appropriate utilization of resources depends on measures taken for maintaining and protecting the body and mind of the employees of the organization. Happiness is one of the most important and effective mental requirements of human beings with a host of important positive impacts (Saneei & Moghimi, 2012). Happiness, joyfulness, and development of human resources, which is considered as the most important factor for social dynamism, requires attention to underlying factors, one of which is the organizational culture. Organizational culture shapes the core identity of the organizations using a set of values, beliefs, and behavioral patterns and plays an important role in shaping the behavior of the employees (Teimournejad & Sarihi, 2010). Organizational culture is a suitable leverage for reinforcing organizational behavior and increasing the organization's performance (Dedzie et al., 2012; Denison, 2000) and it is considered as a critical measure for the success of any organization (Sirat & Lamiman, 2009; Livari & Livari, 2010). On the other hand, culture influences the development of goals, strategies, job satisfaction, motivation, organizational performance, creativity and innovativeness, the participation rate of the employees, decision making, diligence, and so on (Edgar, 2006). Organizational culture is rooted in cultural values, fundamental assumptions, organizational and social norms, communication methods, stories, narratives, myths, metaphors, organizational clichés, religious rituals, symbols, traditions and customs, organizational heroes, taboos, cultural patterns, cultural fabrications, and subcultures (Janićijević,2010; Skerlavaj et al., 2010; Janićijević & Milovanović, 2015). And it informs employees about how to understand, think, feel, and behave regarding organizational problems (Hartnell et al., 2016). In fact, in each organization, there is a unique type of culture which shows individuals how to understand and give meaning to events (Denison, 2000; Mbeba, 2014). Organizational cultures usually reflect the national culture (Robbins and Judge, 2012). National culture can have serious impacts on the working values and the attitudes of an individual (Robbins, 2012). Rodrigues (2001) argues that the value aspects of organizational culture are determined by the national culture and its symbolic aspects are defined by the organization as a compatibility tool regarding the environment's requirements for change. Accordingly, since organizational culture is influenced by the culture of the society, a single method cannot be used for creating change. Also, all organizations don't work under similar conditions (Robbins, 2012). Nevertheless, the important point is that the features and characteristics of the national culture in the community and the environment will affect the organizational culture of the organizations operating in that community (Hedayati, 2002) and cultural differences are not only present but also affect the organizational environment and the ways things are done (Gerhart, 2009). The definition of the national culture involves a system of beliefs and assumptions, values, stable behavioral patterns, and symbols and fabrications of people (usually located in the geographical terrain of a country), which has been created and stabilized during centuries and millennia to create the identity of a nation (Engineering Map of the Country, 2013). Many scholars attribute the failure of organizational culture to the basic cultural-social characteristics and differences and national situations and conditions, which can create cultural incompatibility in various ways, leading to inefficiency and ineffectiveness of organizations in developing countries which are also called traditionalist countries (Siddique, 2017). Scholars have stud-

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ies the effects of the national culture on many aspects and components of the organization and its management. For instance, the effects of national culture on management of human resources (Chandrakumara & Sparrow, 2004), leadership (Ashkanasy, 2004), organizational culture (House et al., 2004), ethics (Swaidan & Hayes, 2005), administrative corruption (Park, 2003), performance management (Costigan et al., 2005), job satisfaction (Lok & Crawford, 2004), trust (Huff & Kelley, 2005), knowledge sharing (Moller & Svahn, 2004), customer orientation (Huff & Kelley, 2005), management control systems (Ekanayake, 2004), knowledge management (Maginer and Senoo, 2010), the learning organization (Siddique, 2017), and teamwork (Taslimi et al., 2010) have been studied.

Based on the above material, it can be concluded that happiness is one of the most serious needs of human beings and one of the most basic studies is to understand the structure of happiness based on knowledge and local conditions. Meanwhile, one of the issues vexing organizations all over the world is the need to increase the efficiency of their employees so that by increasing the productivity of the organization in a competitive environment, they can reach a higher level of success. And the prerequisites for reaching this goal is to create a desirable and satisfactory environment for the development of the talents of the employees. Therefore, establishing a suitable culture, which can use the effects of happiness on the performance of the organization to realize this goal, is very important. The general investigation of the country's organizations show that the current status of the executive administration organizations of the country is in a way that the wellbeing and happiness of the employees are rapidly decreasing and the incompatibility and reduction of mental health of employees are clearly visible. Accordingly, it is necessary to utilize national culture and increase happiness in the organization to increase the quality of health and happiness among the employees. On the other hand, it is worth mentioning that while there have been some studies with regards to happiness and its relation to organizational culture, the important point is that none of these studies have directly investigated the national components of happiness which are influenced by the national culture of the country. This is while in order to reach a dynamic and productive organization, understanding the aspects of national culture and the components of the national culture of any society in proportion to the local knowledge of that community is critical to reaching an effective model of happiness. Therefore, neglecting happiness can be one of the important issues the organizations have to think about strategies to develop it. Based on the above, the objective of the current study is to answer the question of what the happiness aspects are in the organization based on national culture?

Methodology

The current study uses a combinatory heuristic approach. The combinatory research method involves gathering, analyzing, and interpreting qualitative and quantitative data in a single study or in a set of studies which investigate a basic phenomenon (Malekinia et al., 2014). In order to realize this objective, at first, we gathered qualitative data. In this section, we used semi-structured interviews with university experts and specialists (faculty members) in the field of management and organizational behavior, who had sufficient knowledge regarding the issue of happiness as well as organizationaland national culture to perform the qualitative study. Therefore, the outcome of this qualitative stage was the identification of the components of happiness based on national culture. The population of the study for the qualitative stage included university experts and specialists (particularly, faculty members). In order to select the sample of the study, we used targeted sampling method since we were purposefully searching for a set of university professors and experts who had the highest

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amount of information regarding happiness and national culture. In order to analyze the qualitative data, we devised the stages of reviewing data, defining codes for the data, organizing the data, and classifying and coding the data. In the quantitative stage, considering the objective and the nature of the topic of the study, the most appropriate method was to use the descriptive-survey approach. Therefore, in order to elicit the opinion of the population regarding the aspects of happiness based on national culture, this method was used. The population of the study in the quantitative stage included the employees of Tehran Municipality, adding up to 60,000 people. In order to determine the size of the sample, Morgan's table was used, whereby the size of the sample was determined at 383 participants. Then, using simple random sampling method, the participants were selected. The data gathering tool created by the researcher at the end of the quantitative stage was used for gathering the required data. Data analysis was carried out using SPSS 21 software application and descriptive and inferential statistics such as Pearson's correlation coefficient and confirmatory factor analysis.

Research Findings

In this section, the findings obtained from gathering and analyzing the data are studied and investigated. As mentioned in the methodology of the research, after evaluating all the theoretical and experimental aspects of the subject matter, semi-structured interviews were used for identifying the aspects of happiness based on national culture for gathering the data for the qualitative stage of the study. In order to realize this objective, the following stages were followed:

1. Ten days before carrying out the semi-structured interviews, the proposal of the study and a summary of the theoretical and experimental background of the study were presented to the population of the study (university experts and specialists).
2. On the day of the interviews, at first the main issues of the topic (happiness, the theories and approaches presented in this field, organizational culture, national culture, the applications of happiness in developing the performance of the employees, the effectiveness and efficiency of the employees, and so on) were explained for the population of the study, and then they were asked to present their comments.
3. In order to gather the data obtained from interviews, at first an interview form was prepared. In order to record the comments of individuals, notes and recordings were used.
4. After gathering the data from interviews, the process of analyzing and summarizing the qualitative data was started, these data were summarized and then coded based on the topic of the study. After coding and eliminating repetitive data as well as summarizing the final data, 93 components were identified and extracted. Then, components referring to a single more generalized item were identified and grouped together. Then, a general name, which could cover all of them, was determined. Finally, six main components in the form of personal and organizational aspects indicating the main aspects of happiness based on national culture were devised into 72 questions.

Before presenting the statistical results, it was necessary to make sure of some basic assumptions for the parametric tests and particularly the confirmatory factor analysis. Kline (2011) recommends that in the factor analysis, the variables must have a normal distribution. He suggests that the absolute values of skewness and kurtosis of variables should not be higher than 3 and 10, respectively. Based on Table 2, the absolute values of skewness and kurtosis for all the variables are lower than the values proposed by Kline (2011). Therefore, this prerequisite of the normalcy of the data is met. In Table 3, the correlation matrix of the variables of the study is presented.

Based on Table 3, the relationship between happiness and its consisting components is

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Aspects	Components	Items		
Personal	Physical	Good language Good smell Taking care of the body Being well- spoken	Attending religious rituals Punctuality Low expectation Joyfulness	Good appearance Avoiding laziness Having sense of humor
	Social	Being ethical Honesty (singular personality) Loving others Being balanced Empathy Forgiveness Engaging relations Good reputation	Being just Being kind Being Responsible Being patient Being dutiful Reliability Following norms	Selflessness Strong identity Attending parties and religious ceremonies Conscientiousness Performing duties Focusing on work Focusing on good qualities
	Psychological	Finding self Calmness Feeling of happiness Honesty Satisfaction with destiny Feeling of satisfaction Being motivated Positive expectation of life Sense of humor	Self-esteem Having sense of humor Abiding by commitments and national customs Being social Having mental satisfaction with life Optimism Feeling meaningful	Feeling capable Feeling attachment Willingness to reach goals Honesty Attention to reputation Thinking about future Self-confidence Courage
	Spiritual	Connection with God Having elevated needs Attention to spirituality Accepting the will of God Being thankful Attention to soul	Spiritual elevation Modesty Being religious Having certainty Love for God	Loving Imams Richness Relation with religion Religious ethics Hopefulness Wisdom
Organizational	Coherence	Attention to values Organizational attachment Commitment to work Creativity and innovativeness	Loving the work environment (physical aspect) Loving the work space (psychological aspect) Worrying about the organization Work precision	Common beliefs Tolerance Optimism Creating ideas about work issues
	Social	Collective pleasures Low resistance to change	Helping colleagues Doing good deeds in the organization	Liking coworkers Mental health High flexibility regarding coworkers

Table 1. The Components Extracted for Happiness Based on National Culture

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Variable	Mean	Standard deviation	Skewness	Kurtosis
Happiness	3.30	0.19	-0.27	0.21
Physical	2.99	0.57	-1.06	2.20
Social	3.02	0.39	-1.07	1.33
Psychological	3.68	0.48	-0.98	0.15
Spiritual	3.14	0.52	0.16	-0.01
Coherence	3.17	0.50	0.45	-0.004
Sociability	3.82	0.59	-1.11	0.40

Table 2. Descriptive Measures for the Variables of the Study

Variables	1	2	3	4	5	6	7
Happiness	1						
Physical	0.46**	1					
Social	0.31**	0.004	1				
Psychological	0.43**	-0.03	0.05	1			
Spiritual	0.42**	-0.14**	0.18**	0.23**	1		
Coherence	0.10*	0.13**	-0.24**	-0.28**	-0.29**	1	
Sociability	0.45**	-0.03	-0.05	0.05	0.01	-0.12*	1

Table 3. Correlation Matrix for the Variables of the Study

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positive and significant. The results of the confirmatory factor analysis for the components of happiness are presented in Table 4.

The results in Table 4 show that the suitability of the sampling test (KMO) in this matrix for the physical component equals 0.62. The Bartlett's test shows significance at the 95 percent confidence level. Nine main items with values higher than 1 explain 69.58 percent of the variance in the scores of the physical component. The value of the KMO test in this matrix for the social component is 0.62. The Bartlett's test shows significance at the 95 percent confidence level. 18 main items with values higher than 1 explain 74.48 percent of the variance in the scores of the social component. The value of the KMO test in this matrix for the spiritual component is 0.69. The Bartlett's test shows significance at the 95 percent confidence level. 10 main items with values higher than 1 explain 82.37 percent of the variance in the scores of the spiritual component.The value of the KMO test in this matrix for the coherence component is 0.62. The Bartlett's test shows significance at the 95 percent confidence level. 10 main items with values higher than 1 explain 75.92 percent of the variance in the scores of the coherence component. The value of the KMO test in this matrix for the sociability component is 0.72. The Bartlett's test shows significance at the 95 percent confidence level. 7 main items with values higher than 1 explain 77.87 percent of the variance in the scores of the sociability component. In the following, the results of the factor analysis for the personal and organizational aspects of happiness are presented in Table 5.

The results in Table 5 show that the value of the KMO test in this matrix is 0.61, The Bartlett's test shows significance at the 95 percent confidence level. 6 main items with values higher than 1 explain 46.44 percent of the variance in the scores of this scale. Therefore, it can be concluded that all the six components can measure happiness based on national culture. In Figure 1, the final model obtained from the results of the study is presented.

Discussion and Conclusion

Paying attention to employees and improving the working conditions as well as providing the context for the growth and development of the organization have been attracted the attention of the scholars of organizational behavior since the middle of the twentieth century. The modern organizations have found out that human resources ensure the competitive edge

Aspects	Questionnaire items	Physical	Social	Psychological	Spiritual	Coherence	Sociability
Physical	I always try to come to work on time	0.82	KMO=0.64 B.T=1270.42 df = 36 Sig=0.000				
	I speak well	0.52					
	I always try to have a good appearance and smell good while working	0.65					
	I prefer doing my prayers in the work space to doing them individually	0.87					
	I am always happy in the work space	0.74					
	I always try to speak good in my relations	0.77					
	I avoid laziness when working	0.85					
	I always try to take care of my	0.81					

Table 4. Rotated Matrix for the Aspects and Components of Happiness

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	body			
	I have low expectations of reward in my organization	0.89		
Social	I try to be ethical in my interactions with my coworkers		0.49	KMO=0.62 B.T=4002.22 df = 153 Sig=0.000
	I try to be honest with my coworkers and have a stable character		0.62	
	I like my coworkers		0.50	
	Being balanced is one of my characteristics in the work space and in my relations with my coworkers		0.85	
	I have empathy for my coworkers		0.89	
	I try to have forgiveness in my relations with others in the organization		0.75	
	I have engaging relations with my coworkers		0.76	
	I try to be just while working with my colleagues		0.87	
	I try to perform my duties to my best of abilities		0.79	
	In the workspace, I am patient regarding various conditions		0.76	
	I feel responsible for my duties		0.60	
	I always try to appreciate the work of my coworkers		0.59	
	My coworkers can rely on me		0.35	
	I try to abide by the norms of the organization		0.55	
	I have an identity in my organization		0.37	
	I attend the ceremonies held by the organization		0.67	
	I try to be conscientious in my organization		0.48	
	I abide by human values in the organization		0.56	
Psychological	I feel happy		0.73	KMO=0.75 B.T=7167.88 df = 153
	I am a calm person		0.64	
	I have the will to reach my		0.63	

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	goals			Sig=0.000	
	I feel satisfied with my current status		0.65		
	I am motivated to perform my organizational duties		0.77		
	I have positive expectations for my work life		0.82		
	I have a high self-esteem		0.73		
	I follow national norms and customs		0.92		
	I am a social person		0.96		
	I have mental satisfaction with my life		0.89		
	I am optimistic about future		0.95		
	I feel capable		0.68		
	I feel I belong to the organization where I work		0.64		
	I am satisfied with my destiny		0.96		
	I always pay attention to the consequences of activities and the goals I have		0.94		
	Reputation in the workspace is very important to me		0.98		
	I have enough courage to face the problems of my organization and criticize them		0.96		
	Sense of humor is one of my characteristics in the workplace		0.60		
Spiritual	I care about spiritual matters	KMO=0.69 B.T=3006.18 df = 45 Sig=0.000	0.72		
	We have to always thank God		0.93		
	I am modest in my relations and interactions		0.92		
	I love God from my heart		0.97		
	I accept the God's will for my destiny		0.82		
	I am a religious person		0.97		
	I love the Shiite Imams		0.75		
	I am hopeful for the destiny of humanity		0.54		
	I try to elevate my soul		0.81		
Coherence	I am committed to the organization	KMO=0.62 B.T=1772.35 df = 45 Sig=0.000		0.49	
	I am creative and innovative in my activities in the			0.82	

Table 4. Rotated Matrix for the Aspects and Components of Happiness

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	organization			
	I am careful while working		0.91	
	I like my workspace		0.90	
	My workspace is a happy and joyful place		0.90	
	I care for the organization where I work		0.81	
	There are common beliefs among the employees of the organization		0.88	
	There is atmosphere of optimism in the organization		0.67	
	Employees propose ideas about work issues		0.51	
	Value is important for all the levels of the organization		0.87	
Sociability	The employees of the organization take part in collective pleasures	KMO=0.72 B.T=1313.38 df = 21 Sig=0.000		0.67
	There is low resilience towards change among the employees			0.64
	Coworkers help out each other in the organization			0.73
	Employees try to bring good things to each other in the organization			0.92
	Coworkers like each other at all levels of the organization			0.95
	The supervisors in the organization have high flexibility towards the employees			0.89
	The employees always appreciate the work of their colleagues			0.94

Table 4. Rotated Matrix for the Aspects and Components of Happiness

and call them the invisible asset. The results from many studies regarding the role and importance of human resources in the development of organizations and sometimes even the growth of human societies focus on the fact that there will be no developed society unless they develop their human resources. Nowadays, the scholars of human resource issues have found out that human resources have the necessary conditions and are an important and critical asset for the growth and development of organizations and countries. Human resources are the biggest asset of a country and the main factor of its progress. On the contrary, during the recent years, the experimental investigation of happiness by psychologists and sociologists have increased significantly. Psychologists interested in the positivist psychological field have focused their attention on the potential sources of positive emotions such as the feeling of happiness (Seligman et al., 2009). By understanding this important issue, the current study was carried out in order to propose a model of happiness based on national culture. The results show that in the personal dimension, four components, including physical, social, psychological, and spiritual aspects, explain happiness based on national culture. Research shows that happiness can

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Variable		Factor load
Physical		0.34
Social		0.40
Psychological		0.62
Spiritual		0.67
Coherence		0.75
Sociability		0.69
KMO=0.61	**df= 15**	
B.T=127.63	**Sig= 0.000**	

Table 5. Rotated Matrix for the Components of Happiness

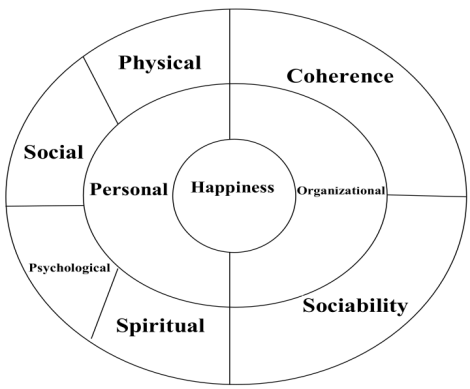


Figure 1. *The model extracted from research findings*

Figure 1. The model extracted from research findings

manifest in various aspects of an individual's character under a set of psychological, physical, social, religious, spiritual, and cultural factors. Among the sources of psychological factors, we can mention self-confidence, optimism, happiness and satisfaction, responsibility, stability, coherence and compatibility, and mental health (Diener & Colker, 1998; Chamr et al, 2007). Among the physical factors, health, eating and drinking, sleeping, relaxing, and exercise are the most common (Veenhoven, 1988; Argyle & Hills, 2001). Success and social confirmation, social and friendly relations, family, love and closeness are among the social sources and factors of happiness (Myers, 2000). Attending religious ceremonies and visiting religious locations, having relation with God, believing in religion, and focusing on spirituality are among the religious and spiritual sources and factors of happiness (Walsh, 2006). Among cultural factors, we can mention scientific and cultural development, education, arts, and mass media. Having fun and leisure time are among the sources and factors of happiness with psychological, physical, social, and cultural aspects (Argyle & Lu, 1996). Other results of the current study show that the component of compatibility and coherence as well as sociability explain happiness in the organizational aspect. Studies show that trust among colleagues, justice-based behavior, supporting and trusting coworkers are among the aspects of happiness in the organizational dimension (Fisher, 2010). Therefore, considering the results obtained in the current study it can be said that the dimensions of happiness based on national culture include physical, psychological, social, and spiritual aspects as well as coherence and sociability. Accordingly, the national and historical character and the basic components of the culture and religion of the Iranian society as the backbone of the national

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culture can influence the shaping of happiness culture in the organization. Islam, as the main cultural ideology of the country, is full of beliefs, values, and teachings regarding being happy. Therefore, Islam is always emphasizing happiness based on Islamic values. Moreover, in the Iranian culture, we see various celebrations and ceremonies such as Norouz and similar occasions which emphasize the culture of happiness and joyfulness. Therefore, the national culture with a system of beliefs, assumptions, and basic values and stable behavioral patterns rooted in the Iranian Islamic culture introduces happiness and one of the most basic teachings and values and tries to grow it as much as possible.

Despite the importance and the effects of culture on happiness, so far there hasn't been a comprehensive model of happiness in organizations based on national culture. And even if there are some studies, they are based on western concepts and definitions. The current study is among the first efforts in Iran for devising a happiness model based on national culture, carried out among the employees of Tehran Municipality. Generalizing the findings of this study to other organizations and employees will face some limitations. Moreover, in order to increase the generalizability of the findings, it is recommended that these studies are repeated in other organizations and with other samples. Finally, in general, it can be concluded that when organizations are designed, sometimes individuals are neglected and the focus is on the structure of the organization. This is while organizations are responsible for the human needs of the employees as much as they are responsible for reaching the goals of the organization. Human beings have a set of needs and requirements which motivate them, therefore, the presence of a suitable working environment for meeting various needs of human individuals, particularly their happiness, is a necessary condition. This is more important for organizations such as Municipalitys, which are non-governmental public organizations, since one of the main keys for development and growth of these organizations involves the employees and the continuous personal development of the employees is one of the characteristics of a successful organization. Finally, paying attention to happiness in the workplace can be an effective step towards improving and developing the processes and outcomes of organizations in various countries.

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