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The Role of the Work Family Conflict on Employee Performance with Mediating Role of Happiness at Work and Intrinsic Motivation

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Abstract:
The purpose of the study is to examine the relationship between effect of work family conflict towards the employee performance through the mediating effect of intrinsic motivation and happiness at work. This study builds a comprehensive framework to answer the research question on whether work family conflict affects employee performance. Data is conducted from the employees of Lahore leads university who are taking part to deal the employees. We used multiple regressions analysis to analyze the relation between the work family conflict and employee's performance. We used primary data for data analyses and data has been collected through a questionnaire which consists of 27 close ended questions. From a

theoretical perspective, this study not only explains the effect of intrinsic motivation and servant happiness at work but also covers the importance of work family conflict and employee performance.
Keywords: *Work family Conflict, Employee Performance, Intrinsic Motivation and Happiness at Work*

Introduction:

The most important thing for a person can be its family and as the time passing with the new modern era the need for the money arising at the same time. To maintain a healthy life a human must have enough resources to pass his life easily with his family. But inflation rate and poor economic situation can make the things worse and may arise the work family conflict which make the employee stressful at the work and lower the productivity of the employee.

Work family conflict (WFC) basically is the conflict of inter character in which a person's character at work or home makes it difficult for him to play his part at the work place and home. WFC can extremely harm the mental and physical situation of a person which will make him lower the productivity at work and decline the work interest (Allen, Herst et al. 2000). The part desires in one arena restrict with the implementation of characters in one more field (Erdamar and Demirel 2014). Subjects affecting all segments in Pakistan contain devastating financial conditions, unmaintainable economic policies, a harmful equilibrium of payments and cumulative price increases rates.

Extended working hours rise the spillover in job to home and also which can harmfully affect the job performance of the employees and output of the all workers in whole, (Anwar, Hansu et al. 2013). It defines the unit of pressure for a worker when employees occupy extra time on the job for working which may result in less time accessible for those who are in home. The difference which arise between the work and family which is also unavoidable because both tug in differing guidelines. which are only mismatched with one another as the two kingdoms raise the different loads, importance, standards, prospects, and necessities (Fredriksen-Goldsen and Scharlach 2001). Therefor work and family characters are contrariwise comparative to respectively to the each and other, offering time to one part results in clashes with the additional role which arise a huge problem for the worker to work in a environment which does not suit with his work and time for the family (Hughes, Galinsky et al. 1992). Subsequently, workers have to work very hard to complete their work at their workplace so it can create a conflict between family and the work to fulfill the needs of the both necessities.

But the influence of numerous variables on worker approaches is now a focus of attentiveness between researchers. (Gupta 2012), In wide-ranging the happiness narrates how people understanding and assess their exists in whole. Bearing in mind that a insignificant quantity of time of most workers which they spent at work and employee performance is the output of each employee (Bishop 1987). Employee performance is a result of an employee outcomes that he delivers during his work at the work place and also he yields in coming back of some touchable and non-touchable returns. Employees who enjoy their being at work their performance becomes more then those who feel mentally and physically unsatisfied. So in this regard this research becomes very useful for the academia and corporate world.

Workers which contributing in the final conclusion making procedure feel advantaged and grow a stronger affection to the company and to their work as well, which makes the higher level of employee performance (Lam, Chen et al. 2002). Likewise the worker full of faithfulness is similarly leading in

defining the output of employees, as loyal workers are additional creative than unfaithful individuals (Frone, Russell et al. 1992). So the level of stress like work family conflicts can affect with worker faithfulness and performance in any organization so work family conflict is a very critical variable to examine.

Researcher suggested that the Additional study is fortified to enhance numerous additional variables like as capacity, happiness at work, flexibility working, job satisfaction, motivation, organizational commitment and consequently so on (Isa and Indrayati 2023).

So the aim or determination of existing education was to widening the knowledge amid work family conflict and employee performance. The main aim of this present study is to extend the knowledge of work family conflict and the other variables which are using in this study such as employee performance, and the intrinsic motivation. So this study is very important in the context of extending the knowledge of these variables.

Research Objectives:

- To examine the effect of work family conflict on employee performance.
- To examine the effect of working family conflict through happiness at work on employee performance.
- To examine the effect of working family conflict through intrinsic motivation on employee performance.

Research Questions:

- Weather working family conflict affect the employee performance?
- Weather happiness at work affect the employee performance?
- Weather intrinsic motivation affect the employee performance?
- Weather working family conflict affect the employee performance through happiness at work?
- Weather working family conflict affect the employee performance through intrinsic motivation?

Literature Review:

Work family conflict where work and family conflict raise which is mismatched that rewarding work stresses makes it more problematic to meet family needs (Edwards and Rothbard 2000). Studies have shown that WFC has negative consequences on employee performance, job satisfaction, and staff well-being (Tien, 2024; Ribeiro et al., 2023). Nunoo (2022), Baidoo, Ansah, and Essien-Baidoo (2023) found that Ghanaian academics experience high levels of WFC, which compromise their well-being and performance. The cultural context of Ghana, characterised by strong family ties and social responsibilities, exacerbates WFC (Djirackor, Kuada, & Tagoe, 2024). Study has recognized numerous harmful consequences of work life conflict, like strain indications (Allen, Herst et al. 2000), exhaustion (Kinnunen, Vermulst et al. 2003), and work disconnection (Ribeiro, Gomes et al. 2023) which make it problematic to enhance the employee performance. Though, experiential research has amazingly produced unpredictable results on the association between work family conflict and job performance, whereby both important (Obrenovic, Jianguo et al. 2020) and unimportant (Ribeiro, Gomes et al. 2023) results have been designated.(Sapada, Modding et al. 2018) and (Sarini, Wajdi et al. 2020) described employee performance as the outcome of a person's effort in relations of excellence and measure

throughout a specific age of employed rendering to the given tasks. where traditional family values and cultural norms emphasize the importance of family responsibilities, WFC may be particularly prevalent among working individuals, including those in Ghanaian universities (Abrefa Busia, 2023; Djirackor, Kuada, & Tagoe, 2024).

Work and the workplace describes the happiness which support the outcome of the worker during the work and its performance of the company (Field and Buitendach 2011). happiness at work includes the productivity of employees and their mental health during the work also increase which leads them less stress and more productivity. Amongst the distinguished previous studies are the ones that inspect how happiness in the work converts possible through improved organization of work environment (Salas-Vallina, Alegre et al. 2017). Conferring to (Sopiah 2016) performance is work attained by a worker in resonant out the responsibilities allocated to him or her founded on services, knowledge, enthusiasm and time.

Happiness at Work is additional than the ownership of intellect of preference or pleasure and optimistic sentimental experience. Additionally, a person is believed as a contented person when he or she touches optimistic feelings repeatedly. An individual owning optimistic feelings which explains that worker has good life with no willingly noticeable pressures during the work or at workplace (Saenghiran 2013). (Schaufeli and Bakker 2004) pleasure and comfort are now considered as procedures of happiness for the workers when they are working in a environment which makes them happy. As revealed in the existing works that the attention in the topic of happiness at work has been growing between scholars (Salas-Vallina, López-Cabrales et al. 2017). (Fisher 2010), described Happiness at Work as in the direction of the job himself, the features comprised that of the organization all together. The changing nature of work and family roles has led to an increasing overlap between work and family life, resulting in work-family conflict (WFC). WFC occurs when the demands of work and family roles are incompatible, leading to conflict and stress (Elahi et al., 2022). Studies globally have shown that work-family conflict (WFC) negatively impacts organizational commitment, job satisfaction, and employee performance (Panda, Jain, & Nambudiri, 2022; Lee & Lee, 2021). WFC can lead to physical and mental health issues, such as headaches, high blood pressure, and exhaustion (Panda, Jain, & Nambudiri, 2022). Extensive research validates the theory, revealing detrimental effects on employee well-being, job satisfaction, and organisational commitment (Ahmad et al., 2024; Panda, Jain, & Nambudiri, 2022). Applicable across contexts, including academia (Carvalho et al., 2024), this theory is crucial for understanding work-family dynamics. Research by Moreira et al. (2023) and Abendroth (2022) shows that flexible work schedules reduce work-family conflict. A study of this nature is very important since organisations nowadays are continuously seeking to gain a deeper understanding of the complex dynamics of WFC and its impact on employee performance in Ghanaian universities, with the goal of improving employee well-being and organisational effectiveness (Aboagye, Ntim, & Antwi, 2025; Djirackor, Kuada, & Tagoe, 2024).

Happiness at work creates a difference during the work which maximizes the productivity and satisfaction of an employee and it is also helpful for the stressful environment which drains the energy of the worker. Happiness at Work is defined as an all acceptance theory that transmits the characters of the job satisfaction and the organizational commitment.

Job satisfaction is directly interlinked with the happiness at work because a worker feels relaxed and less stressful at work and can work at his best when he or she is happy at work. the idea of Job satisfaction has been expanded as an enjoyable or positive expressive state produced by an assessment of job or job involvements of a assumed individual (Huang, Ahlstrom et al. 2016). Most of the employees in a work setting with less motivation and stressful environment are not good enough to perform their duties. In the whole thing of (Joo and Lee 2017), describes the happiness at work by these employee engagement and satisfaction as the main components.

After a conflict between the work and family it's hard for an employee to work in an environment without motivation and happiness. So there are many types of motivation and Intrinsic motivation plays a vital role when it comes to the motivation to achieve the specific actions for the employee itself (Deci, Connell et al. 1989).

Motivation which leads to the freedom always appeal to the people because people likes to be free and feel more comfortable and satisfied when it comes to the freedom. So the purpose is very clear to choose the intrinsic motivation that emphasis on fulfilment of the desires of the individual for independence and the capability and understanding (Gagné and Deci 2005). More precisely, the essential for capability could be pleased once persons are fortified to pursue challenges ideal for their dimensions, and to insistently effort upkeep of skills.

So intrinsic motivation and happiness at work can play a vital role for the employee performance and work family conflict. It is very crucial for the worker to be motivated and stay happy at work for the productivity of the employees. Workers with the high motivation can perform well and raise the employee performance also the intrinsically motivated workers are usually the extra self-driven and extra self-government-oriented than the individuals which are less intrinsically motivated (Ryan and Deci 2000). Intrinsically motivated workers are more committed to the work then the other workers (Guay, Vallerand et al. 2000).

This study focus on the employee performance because it plays a key role in every industry so this paper is very helpful for the organizations to work on the employee performance to achieve the higher productivity. Also this paper covers the work family conflict as an independent variable which plays an important role in this study because the work family conflict arises the problems for the employee performance so the happiness at work and intrinsic motivation can be helpful for the organizations to attain the employee performance.

Hypothesis:

H1: There is a statistically significant effect of Work-family conflict on employee performance.

H2: There is a statistically significant effect of Happiness at work on employee performance.

H3: There is a statistically significant effect of intrinsic motivation on employee performance.

H4: There is a statistically significant effect of Work-family conflict on employee performance through Happiness at work.

H5: There is a statistically significant effect of Work-family conflict on employee performance through intrinsic motivation.

Research Methodology:

Current study base on the banking industry of Pakistan for this study randomly chose the Lahore city with the second largest city of Pakistan. Data has been selected from the employees of the Dubai Islamic Bank Pakistan Limited in Lahore zone. For this purpose, data has been conducted from the 167 employees to check the significance of the respondents. An investigation strategy is a doorway which delivers direction that how investigation has been directed, who will contribute in conducting and use for data gathering and data performance underneath certain values (Krithika and Robinson 2016). This study is depending on on preliminary data gathering and can be marked as unplanned research. Nevertheless, present studies intensely absorbed over banking segment of Lahore, Pakistan. The people of study comprises employees of banking sector. A survey is the source of data gathering and the simple random sampling method is applied due to time factors. The element of examination can be an discrete or collection of people or family (Sekaran and Bougie 2003). In this training component of examination are the employees of profitable commercial banking sector. In instruction to gather the facts individuals were examined. Service sector act an energetic part in the structure of nation.

In adding, commercial banking is a top sponsor towards financial growth. Banking subdivision in Pakistan is in development stage. To improve the promising economic circumstances this sector delivers firm support (Embeddedness 2019). Five big names of banking segment are working in Rawalpindi, Islamabad and Lahore correspondingly who obtain a vast market share amongst all (Embeddedness 2019). Undergrowth of these banks were propagator out at extensive variety to meet general public's obligation in setting to finance (Naeem, Akram et al. 2009). Accused of this learning were employees of profitable banks of Pakistan. This research conducted on the banking sector of Lahore, Pakistan. 35 banks are working in Lahore rendering to the state bank of Pakistan. Dubai Islamic bank Pakistan limited randomly chosen from the following banks. Dubai Islamic Bank has 36 branches working in Lahore zone and overall has 250 branches. Simple random sampling is used in the selection of the population. Average numbers of employees of each branch are 08. Total numbers of branches are 36 so our total population is 288. According to the Morgan table minimum sample of 165 from 290 (population) can be used for the research to conduct the data. Sample can be complete by numerous techniques. Consequently, study was founded on Simple random sampling for the information collection of the defendants.

Data Collection:

Foundation for information collecting was main and constructed on organized questionnaires as tool. Primarily capacity scales were adept to collect replies about variables. The survey was in English language. Section first includes the items related to work family conflict, flexibility working, happiness at work and employee performance. Surveys were not straightly dispersed among the workers due to their working timetable it was given over to office manager and after two days it was composed by them.

Research Design and Instrumentations:

The technique which used in this research is measureable method with a correlational research tactic. Founded on the above investigation outline., there are five items used to quantity work-family conflict all the items were adapted from (Netemeyer, Boles et al. 1996). The employee performance variable is measured using 7 items adapted from (Babin and Boles 1998). Intrinsic motivation was measured by six

items adapted from (Kuvaas 2006). Happiness at work was restrained by 9 items adapted from (Salas-Vallina and Alegre 2021).

Results:

Explanation of the defendants in this study complicated 380 defendants but merely 355 of them could additional progress. In the demographics, gender and age of the defendants included. Table no. 1 defines the features of the defendants founded on the complete investigations.

Table 1: Demographics

No.	Variables	Description	Frequency	Percentage
1	Gender	Male	215	60.56
		Female	140	39.43
2	Age	20-50	291	81.97
		50 or Above	64	18.02

In above table no. 1 which demonstrations that the percentage of gender amongst the respondents which segregated in the female and male. The ratio of (60.56% for males with the number of 215 and 39.43% for males with the number of 140). In above table no. 1 further shows the demographics of the dependents and 81.97% of worker are in the age between 20 to 50 and 18.02 respondents have age of 50 or above.

Path Diagram:

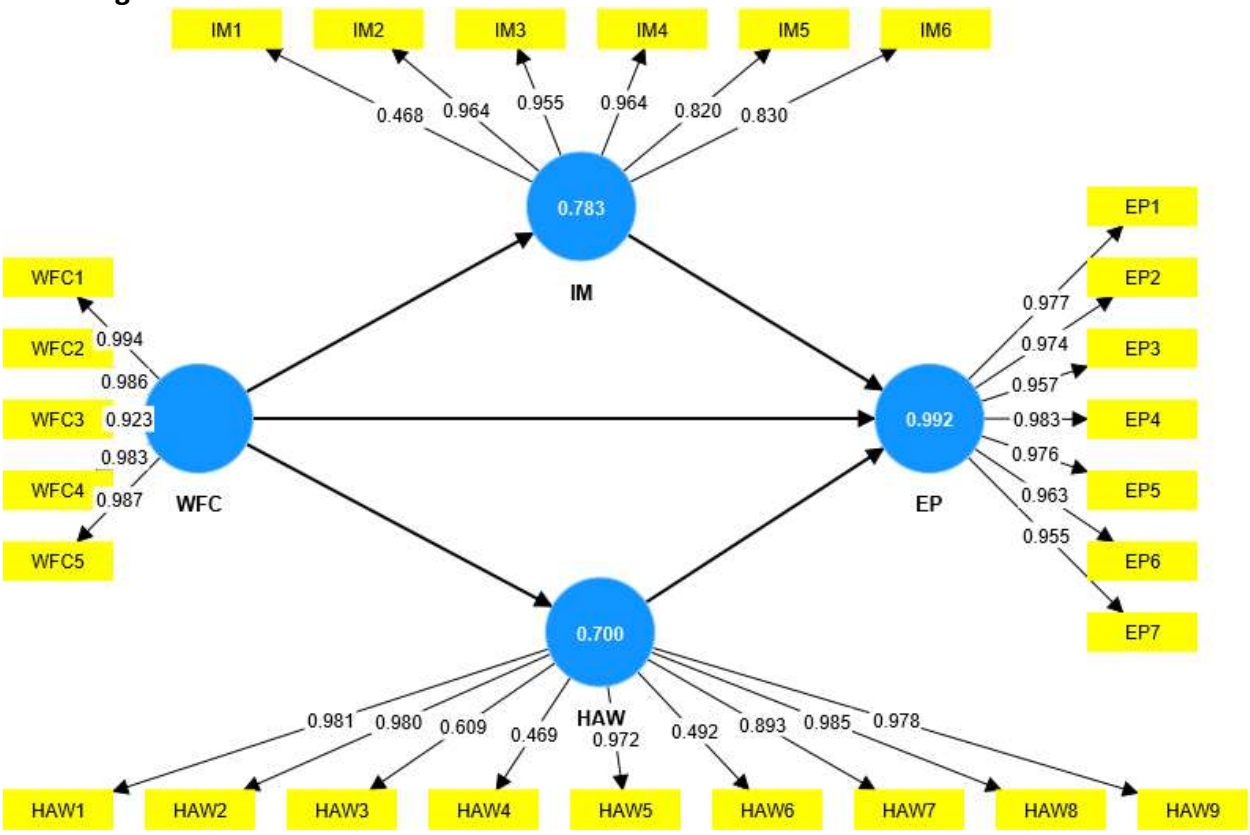

FIGURE 2: Path diagram.

Furthermore, after the demographics here is the path diagram of the variables which are showing the independent effect of this study which is based on the work family conflict and the dependent variable which is employee performance and this study includes two mediating variables in this study. Path diagram also showing the mediation effect of intrinsic motivation and happiness at work between the independent variable and the dependent variable which is exemplified in Figure 2.

Validity and Reliability:

Validity test which known as calculating the rationality of the hypothesis or investigation and tool. In defining the validity by means of partial least square (PLS) Smart-PLS version 4, the investigators measure the convergent validity technique. If the hypothesis's reliability test consequence demonstrations the worth of Cronbach's Alpha score is much than 0.6, then it is measured as consistent. The results of the validity and reliability of the items is shown in Table 3.

Table 3. Loading of the items

Items/Construct	Loading	α	CR	AVE
Employees Performance		0.989	0.991	0.939
am a top performer.	0.977			
average hitter service per check than other servers.	0.974			
am in the top 10 percent of servers here.	0.957			
get along better with customers than do others.	0.983			
know more about organization rules.	0.976			
know what my customers expect.	0.963			
get better tips than most.	0.955			
Happiness At work		0.944	0.955	0.714
At my job, I feel strong and vigorous	0.981			
I am enthusiastic about my job	0.981			
I get carried away when I am working	0.609			
How satisfied are you with the nature of the work you perform	0.469			
How satisfied are you with the pay you receive for your job	0.972			
How satisfied are you with the opportunities which exist in this organization for advancement	0.492			
I would be very happy to spend the rest of my career with this organization	0.893			
I feel emotionally attached' to this organization	0.985			
I feel a strong sense of belonging to my organization	0.978			
Intrinsic Motivation		0.915	0.938	0.725
My job is so interesting that it is a motivation in itself.	0.468			
My job is very exciting.	0.964			
The tasks that I do at work are enjoyable	0.955			
My job is meaningful.	0.964			
The tasks that I do at work are themselves representing a driving power in my job	0.820			
Sometimes I become so inspired by my job that I almost forget everything else around me	0.830			
Work Family Conflict		0.987	0.99	0.95
The demands of my work interfere with my home and family life.	0.994			
The amount of time my job takes up makes it difficult to fulfil family responsibilities.	0.986			
Things I want to do at home do not get done because of the demands my job puts on me.	0.923			
My job produces strain that makes it difficult to fulfil family duties.	0.983			

Due to work-related duties, I have to make changes to my plans for family activities.	0.987			

Note: α: Cronbach's Alpha, CR it stands for the current examination as the composite reliability, and AVE is known as the Average Variance Extracted. All significant at $p < 0.01$, so the consequences of the data are calculated by using Smart-PLS version 4 which further shows that the 27 items of each variable, namely Work family conflict (WFC), intrinsic motivation (IM), employee performance (EP) and Happiness at work (HAW), consume a loading factor value of 0.7 or above but one item of intrinsic motivation and 2 items of happiness at work has the value less than 0.6 so these 3 items not have considered for further results. Consequently, the model is acknowledged valid.

The items which used in this study is measured and consistent which can be applied in current examination because the CR value of the items is much bigger than the 0.6 and also the loading of these items showing the AVE values bigger than the 0.5 which shows the convergent validity is convinced in this study. Moreover, the convergent validity is used to weather the dimension is valid when calculating the variables. Studies shows that the if the factor loading is more than the 0.6 that measurement of the variables is thought valid. so the average variance mined value of (WFC) is 0.95, (IM) value is 0.725, (HAW) value is 0.714 and the value of (EP) is 0.939.

Hypothesis Test:

To acknowledge the hypothesis in the last it's time for the hypothesis test which conduct by bearing in mind the t-statistics and p-values, it is conceivable to examine the study of this research study. The easiest way to consider a hypothesis or acknowledged and recognize it if the p-values are <0.05.

Table 4. Hypothesis Test Result

Specific Indirect Effect					
Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation	T statistics (|O/STDEV|)	P values
HAW-> EP	0.126	0.153	0.085	1.487	0.137
IM -> EP	0.107	0.091	0.053	2.029	0.043
WFC -> EP	0.788	0.776	0.075	10.504	0
WFC -> HAW -> EP	0.107	0.134	0.085	1.26	0.208
WFC -> IM -> EP	0.095	0.081	0.047	2.039	0.042

Observing on the production of Path Coefficients Smart-PLS 4 in above mentioned Table no. 4 which concerning the substantial optimistic relations amid by examining t-statistics and p-values, the consequences are following:

1. In table no. 4 the value of the (T) is 10.504 > and a p-value of 0.000 for the work family conflict on employee performance. Rendering to figures, H1 is recognized and accepted, representative that the work family conflict adjustable significantly affects the employee performance.
2. The value of the (T) is 1.487 > and the value of p-value of 0.137 for the effect happiness at work on employee performance. So H2 is recognized and acknowledged, representative that the happiness at work variables meaningfully increases the employee performance.
3. The value of the (T) is 2.029 > and a p-value of 0.043 for the effect of the intrinsic motivation on the variable of employee performance. Rendering to figures, H3 is recognized and acknowledged, representative that the intrinsic motivation variable meaningfully increases the employee performance.
4. The value of the (T) is 1.26 > and p-value of 0.208 for the effect work family conflict on employee performance with the mediating effect of happiness at work. Rendering to figures, H4 is accepted, representative that the work family conflict variable significantly recovers employee performance through the happiness at work, for those working in the banking industry.
5. The value of the (T) is 2.039 > and p-value of 0.042 for the result work family conflict on employee performance with the mediating effect of intrinsic motivation. Rendering to figures, H5 is accepted, representative that the work family conflict variable meaningfully improves employee performance through the intrinsic motivation, for those working in the banking industry.

Discussion:

This article contributes to the academia and share the knowledge of work family conflict and the employee performance through the mediating roles of the happiness at work and intrinsic motivation. This research is an influence in the direction of available fountain of knowledge for the variables of happiness at work and intrinsic motivation also the effect of work family conflict on the employee performance. There happens a shortage of wide-ranging perfect which expounds the role of work family conflict in corporate sector of banking and its employee's performance through two mediating variables which discussed as happiness at work and intrinsic motivation.

The study also spreads the works of work family conflict by connecting the presentation of the employees in the banking sector with happiness at work and intrinsic motivation, which use to narrate with interior and external stakeholder and customers. The study also focusses on the work family conflict which arise the conflict between the employee performance and the family which can result into negative effect on employee performance and as performance is related with the productivity. Preceding research absences empirical research on the mediation effect of happiness at work and intrinsic motivation between work family conflict and employee performance of banking sector. The previous research remunerated little courtesy to the feature of mediation variables such as happiness at work and intrinsic motivation between the employee performance and work family conflict. General, this experiential work has endeavored to bridge the hole in the area of work family conflict, its impact on employee performance through the mediation effect of intrinsic motivation and happiness at work. The writer believes this planned model shall donate in the direction of understanding of work family conflict and its role in employee performance of banking sector through happiness at work and intrinsic motivation.

Limitations and further research discussions:

First, this study is based on the banking sector of Lahore Pakistan and it not includes other cities of the Pakistan. The population of this study belongs to the banking sector; results of this study may not be generalized to other sectors. Secondly, this study includes only work family conflict and not includes the other factors and variables to check their effect on the employee performance. However, there is a variety of other important variables that may have important effects on employee performance which are not included in this framework, such as flexibility working and organizational commitment. Future research must include other variables as well to check the association between work family conflict and employee performance through other mediating and moderating effects. These particular researches have some limitations. The findings strength be widespread; though, a few exclusions need to be kept in attention.

Owing attention strength be given in simplification of the answers trusting upon the opinion that clarification as well as connotations of beginnings vary from one philosophy to another. Authenticating the model of the education among other philosophies and irritated cultural context may contribution in better sympathetic and add to the information for the footings of work family conflict and employee performance finished the facilitating effect of happiness at work and intrinsic motivation. When the deductions are haggard out of the consequences of this research work, one essential to keep in attention that the defendant's reported events are modified in order to study the relations amongst variables. Exposes and consequences of this research have confines in rapports of geographical boundaries.

The example is not on behalf of the country as a entire and is only incomplete to some of the industrial parts of Pakistan. Additional research may reflect data collection from expanded samples from all the business areas of Pakistan to go for relative analysis. Additional consequences from the worker aspect comprise job satisfaction, overall organizational commitment; citizenship conduct could be the emphasis of upcoming researchers. The perfect of the research may also be deliberate in other subdivisions especially the facilities sector and in dissimilar environments. Upcoming studies may comprise employees employed in other units of the industry and liken the results. Also, different statistical methods may be practical to appear the answers of this study.

Conclusion:

This study adds in the academia of work family conflict and employee performance where supervisors or managers can help the employees who are facing work family conflict. Employees plays a vital role in any company to shape meet their expectation so this study focus on the very important factor which sometimes arise with the need of time where employee face issues with the work family conflict. This study mainly focusses on the work family conflict and its outcomes on the employee performance.

The results among the work family conflict and dependent variable which is employee performance through the intrinsic motivation and happiness at work have positive significance. This article is significant contribution to the academia in the human resource where it covers the employee performance, work family conflict and banking sector. In future the researcher can also check the impact of leadership styles on employee performance while considering the work family conflict as well.

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Appendix:

Work Family Conflict Questionnaire items:

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfill family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities

Employee Performance Questionnaire items:

1. am a top performer.
2. average hitter sales per check than other servers.
3. am in the top 10 percent of servers here.
4. get along better with customers than do others.
5. know more about menu items.
6. know what my customers expect.
7. get better tips than most.

Happiness at work Dimensions:

Work engagement:

1. At my work, I feel bursting with energy
2. I find the work that I do full of meaning and purpose
3. Time flies when I am working
4. At my job, I feel strong and vigorous
5. I am enthusiastic about my job
6. When I am working, I forget everything else around me
7. My job inspires me
8. When I get up in the morning, I feel like going to work
9. I feel happy when I am working intensely
10. I am proud of the work that I do
11. I am immersed in my work
12. I can continue working for very long periods at a time
13. To me, my job is challenging
14. I get carried away when I am working
15. At my job, I am very resilient, mentally
16. It is difficult to detach myself from my job
17. At my work I always persevere, even when things do not go well

Job satisfaction:

1. I am satisfied with the work I do
2. I am satisfied with my supervisor
3. I am satisfied with the relations I have with my co-workers
4. I am satisfied with the pay I receive for my job
5. I am satisfied with the opportunities which exist in this organization for advancement (promotion)
6. All things considered, I am satisfied with my current job situation

Affective organizational commitment:

1. I would be very happy to spend the rest of my career with this organization

2. I enjoy discussing my organization with external people
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one
5. I feel like part of the family at my organization
6. I feel emotionally attached to this organization
7. This organization has a great deal of personal meaning for me 8. I feel a strong sense of belonging to my organization

Shorted happiness at work (HAW) scale selected items:

1. At my job, I feel strong and vigorous
2. I am enthusiastic about my job
3. I get carried away when I am working
4. How satisfied are you with the nature of the work you perform?
5. How satisfied are you with the pay you receive for your job?
6. How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?
7. I would be very happy to spend the rest of my career with this organization 8. I feel emotionally attached' to this organization 9. I feel a strong sense of belonging to my organization

Intrinsic Motivation:

1. My job is so interesting that it is a motivation in itself
2. My job is very exciting
3. The tasks that I do at work are enjoyable
4. My job is meaningful
5. The tasks that I do at work are themselves representing a driving power in my job
6. Sometimes I become so inspired by my job that I almost forget everything else around me