



Strategic engineering and its role in promoting organizational happiness in the workplace, Applied study at Warith Al-Anbiya University

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Abstract

This study aimed to analyze the role of strategic engineering in enhancing organizational happiness in the workplace through an applied study at Warith Al-Anbiya University. This study sought to explore the relationship between the dimensions of strategic management (stability, security, and financial well-being) and the level of organizational happiness among university employees. The study population consisted of university staff, and a stratified random sampling method was used to select a sample of 160 individuals. Among them, 155 questionnaires were returned and considered valid for analysis, representing a response rate of 96.9%, which is considered appropriate for conducting advanced statistical analyses.

The study used a descriptive-analytical methodology and employed the structural equation modeling using partial least squares (PLS-SEM) to analyze the relationships between the study variables and test its hypotheses. The results showed a high positive impact of strategic engineering on organizational happiness, with varying degrees of impact across different dimensions. The financial dimension ranked first, followed by stability in second place, and security in third place, reflecting the importance of integrated strategic resource management in enhancing employees' well-being and happiness.

The results highlight the practical importance of strategic engineering in supporting decision-makers at the University of the Descendants of the Prophets by guiding organizational policies towards improving the work environment, enhancing job interaction among employees, and increasing levels of organizational happiness. This, in turn, positively affects institutional performance and promotes a more sustainable work environment.

Keywords: Strategic Engineering, Organizational happiness, Warith Al-Anbiya University.

Introduction

In light of the rapid transformations occurring in work environments, especially in higher education institutions, a set of organizational challenges has emerged, requiring administrations to adopt innovative managerial approaches capable of balancing institutional performance efficiency with employee well-being. With the increasing complexity and uncertainty in the organizational environment [8], improving the work environment and enhancing employee well-being has become one of the most prominent issues facing organizations, particularly modern universities [2]. Due to their direct impact on productivity levels and job engagement.

In this context, the importance of integrated managerial strategies emerges as an effective tool enabling organizations to adapt to the requirements of continuous change and confront various environmental challenges [9]. Accordingly, studying the relationship

between strategic engineering and organizational well-being in the workplace gains significant importance, as it contributes to providing a deeper understanding of how to design a work environment that supports employee happiness while simultaneously achieving the organization's strategic objectives efficiently and sustainably.

Strategic engineering is shown as an integrated managerial approach of increasing importance, as it focuses on redesigning organizational structures, processes, and resources according to a long-term strategic vision, contributing to enhancing the organization's adaptability, achieving sustainability, and maximizing added value. In contrast, the concept of organizational happiness in the work environment has received growing attention in modern administrative literature, due to its pivotal role in improving university performance and enhancing employee engagement, motivation, and creativity [16]. This concept

is no longer seen merely as an individual psychological state but has become a strategic indicator reflecting the quality of the work environment and the effectiveness of adopted administrative policies, making it one of the fundamental pillars in achieving institutional excellence and promoting sustainable performance.

Although studies addressing both strategic engineering and organizational happiness in the workplace separately have been increasing, the nature of the relationship between them remains largely explored, particularly in the context of Iraqi universities, which reveals a knowledge gap that requires further research and analysis.

On this basis, this study seeks to analyze the role of strategic engineering, with its dimensions represented by (stability, security, and financial aspect), in enhancing happiness in the workplace, through an applied study at Warith Al-Anbiya University. The study aims to provide an analytical framework that can contribute to supporting decision-makers and developing strategic management practices in the higher education sector, thereby enhancing institutional performance efficiency and improving the quality of the work environment.

Section One: Research Methodology

Research Methodology

The study adopted the descriptive-analytical approach, as it is one of the most suitable approaches for studying organizational and administrative phenomena. This approach allows for accurately describing and diagnosing the study variables, as well as analyzing the nature of the reciprocal relationships among them and uncovering the patterns of influence and interaction between them in a systematic and scientific manner. This method was used to reveal the role of strategic engineering, with its dimensions of stability, security, and finance, in promoting happiness in the workplace at Warith Al-Anbiya University.

Research community

The study community consists of all employees of Warith Al-Anbiya University, including faculty, administrative, and technical staff, as they are the group most connected to the university work environment and most capable of evaluating strategic engineering practices and the level of happiness in the workplace.

Research sample

The study sample was selected using stratified random sampling to fairly represent

the various job categories within the university and to ensure the accuracy and generalizability of the results. The sample size consisted of 160 faculty, administrative, and technical staff members, determined using appropriate statistical methods and based on the size of the study population.

Problem of the study

Contemporary organizations, particularly universities, are undergoing rapid transformations in their internal and external environments [14]. This has led them to adopt modern management approaches capable of balancing organizational performance requirements with human resource well-being [1]. The concept of organizational well-being is a management concept that has garnered increasing attention due to its key role in enhancing productivity, organizational loyalty, and organizational sustainability.

In contrast, the concept of strategic engineering has emerged as an integrated management approach that seeks to redesign organizational structures, processes, and resources to ensure the achievement of strategic objectives in a work environment characterized by instability and ambiguity. Despite the growing importance of this approach, studies addressing the role of

strategic engineering in promoting organizational well-being in the workplace remain limited, particularly within the context of Iraqi universities. Therefore, the problem addressed by this study lies in the knowledge and application gap regarding the extent to which the dimensions of strategic engineering (stability, security, finance) contribute to enhancing organizational well-being in the work environment at Warith Al-Anbiya University, and the degree of awareness among employees regarding these practices and their impact on their sense of satisfaction, belonging, and motivation. Based on the above, this study seeks to answer the following main question: (What is the role of strategic Engineering in enhancing Organizational well-being in the work environment at Warith Al-Anbiya University?).

Importance of the research

The importance of the study clarifies two main aspects: the scientific aspect and the practical application of the study.

- Scientific Significance
- This study contributes to enriching contemporary administrative literature by linking two relatively recent variables: strategic engineering

and organizational happiness in the workplace.

- It also provides a theoretical framework that can be relied upon and developed in subsequent studies, particularly in the context of higher education institutions.
- Furthermore, it opens new research horizons for researchers in the fields of strategic management and organizational behavior, which enhances the deepening of scientific understanding of these topics.
- Practical Significance
- This study contributes to providing Warith Al-Anbiya University with precise scientific indicators that reflect the reality of the application of strategic engineering and the level of organizational happiness among employees.
- It also helps decision-makers adopt effective strategic policies that would improve the work environment and enhance the levels of organizational happiness for employees.
- Furthermore, it supports the university's efforts to achieve

organizational sustainability and enhance academic and administrative performance.

Study objectives

This study aims to achieve a set of primary and secondary objectives, namely:

- To identify the level of strategic engineering application at Warith Al-Anbiya University.
- To measure the level of organizational happiness in the workplace among university employees.
- To analyze the nature of the relationship between strategic engineering and organizational happiness in the workplace.
- To measure the impact of the dimensions of strategic engineering (stability, security, and finance) on enhancing happiness in the workplace.
- To provide a set of practical recommendations that contribute to improving strategic engineering practices and enhancing job satisfaction.

Study hypotheses

Based on the study's problem and objectives, the following hypotheses were formulated:

First Main Hypothesis: There is a statistically significant positive relationship between strategic engineering and organizational happiness in the workplace. Sub-hypotheses derived from this main hypothesis are:

- There is a statistically significant positive relationship between the stability dimension and

organizational happiness in the workplace.

- There is a statistically significant positive relationship between the safety dimension and organizational happiness in the workplace.
- There is a statistically significant positive relationship between the funding dimension and organizational happiness in the workplace.

Hypothetical study plan

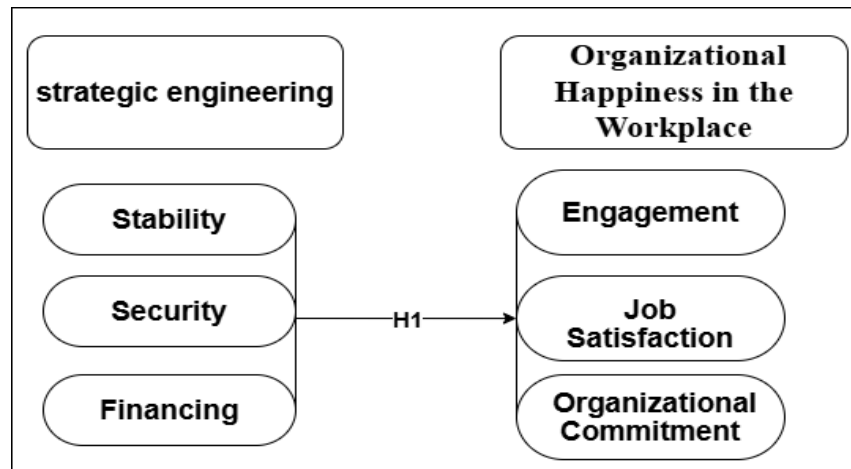


Figure (1) Hypothetical research plan

Section Two: Theoretical Framework of the Research

The concept of strategic engineering

Strategic engineering is the process of using engineering methods and techniques to design and analyze new solutions in order to achieve strategic outcomes against time constraints, risks, uncertainties, and multiple threats encountered in critical environments. State reconstruction processes are excellent examples of such complex scenarios, and it is essential to develop strategic engineering to ensure its ability to provide an effective body of knowledge. Strategic engineering must be structured to be effective in planning, implementing, evaluating, assessing, driving, transferring, and building state-building processes at the strategic political and military levels in the future. Strategic engineering is expected to serve as a resource in the present [11].

As defined by [12], strategic engineering is the process of designing complex systems in a way that deliberately considers future uncertainties to maximize lifecycle value. Uncertainties are closely related to time processes, and methods such as integrated modeling and simulation can be used to illustrate the characteristics of the system's lifecycle in the near future. Lifecycle value

maximization can be treated as an emerging system characteristic using integrated methods such as multidisciplinary design optimization. Strategic engineering is a systematic process that aims to redesign and rebuild organizational strategy in light of a comprehensive analysis of the internal and external environment. This ensures alignment between strategic objectives, resources, and organizational capabilities, contributing to enhanced competitive advantage and company sustainability [18]. Strategic engineering is defined as an approach that integrates the design and direction of an organization's resources and structures with digital leadership and strategic modeling to achieve organizational sustainability and improve its institutional performance [6].

Strategic engineering is defined as a management engineering approach that focuses on the systematic design, building, and direction of organizational capabilities, combined with long-term strategic thinking and systems engineering principles. This ensures the organization's ability to adapt to rapid environmental changes, achieve sustainability, and create continuous value by aligning structures, processes, and resources with strategic objectives [15].

Dimensions of Strategic Engineering

dimensions of strategic engineering, which are as follows[10]:

1. **Stability:** It is a state of relative balance within the organization's environment, which is characterized by harmonious relationships, integration, and cooperation among its members, and a common organizational culture and agreed-upon organizational values are used to maintain this balance. In this case, teamwork prevails according to rational and sound principles, and tension and conflict that may hamper the performance of the organization are reduced. This enhances the organization's ability to continue achieving its goals efficiently and stably within its administrative environment [13].

2. **Security:** Security is a basic human need for organizations, which prompts departments to focus on it through its basic pillars, which are trust, transparency, and governance. This contributes to creating a work environment characterized by mutual acceptance and avoiding doubt between individuals within the work system [5].

3. **Financing:** Financing is defined as the administrative process that aims to provide the necessary funds for the organization or project at the appropriate times and at the appropriate cost, from internal or external

sources. These funds are used efficiently in operational and investment activities to achieve the organization's objectives and ensure its continuity and growth. Finance is one of the basic functions in business management, because it is linked to decisions related to the sources of funds, their uses, capital structure, and the balance between return and risk [4].

The Concept of Organizational Happiness in the Workplace

Organizational happiness in the work environment is defined as a state that stems from a personal decision taken by an employee when he feels a strong emotional affiliation towards the organization in which he works, and experiences a kind of harmony between his feelings and thoughts, which prompts him to adopt a high sense of responsibility and commitment towards its success and development. This feeling is formed in light of the administrative policies and practices provided by the organization, and the more the organization pays attention to the happiness of its employees, the more this is reflected in the level of their motivation, their love for their work, and their desire to improve their productivity, as well as enhancing their organizational loyalty. As a result, the organization's ability

to achieve its mission, vision, and goals increases more efficiently [17].

The concept of organizational happiness in the work environment is one of the modern topics that receives broad and multidimensional research interest, as researchers agree that managing it effectively contributes to improving the organizational climate and enhancing the performance of the human resource. This happiness is linked to the organization's ability to provide an appropriate work environment by creating conditions and procedures that help develop individuals' capabilities and enhance their strengths at the individual and collective levels. An employee's feeling of happiness in his work often reflects positively on his career path, through achieving greater success, improved income level, and higher performance, in addition to developing a spirit of cooperation and the desire to help others. The impact of this is not limited to the individual only, but extends to the organization, as it contributes to raising general efficiency and achieving organizational goals, which represent the primary goal of any organization. These positive results, such as increasing productivity and achieving job satisfaction, can be enhanced by providing a supportive work environment and appropriate

organizational conditions within the organization [20].

Organizational happiness can be defined as an employee's feeling of comfort and satisfaction within the work environment, a feeling that is formed as a result of the interaction of a group of personal factors and surrounding circumstances within the organization. However, this concept is not a simple one. Rather, it can be understood through the fact that true happiness is related to the individual's self-development, his achievement of meaningful achievements, and his feeling of a clear purpose in his work. As for pleasure, it focuses on the immediate feeling of satisfaction and enjoyment while performing work and in the professional environment. Each of these two dimensions affects the organization's outputs in a different way, such as the level of productivity, the degree of employee integration, and the level of their job satisfaction. Hence, understanding the relationship between actual happiness and perceived happiness within work helps organizations adopt more effective strategies that balance improving employee well-being and achieving outstanding organizational performance [23].

Dimensions of Organizational Happiness in the Workplace

In this study, the researcher adopted the [19] scale to measure the dimensions of organizational happiness in the work environment, as it is the most appropriate to the nature and context of the study. These dimensions can be explained as follows:

1. **Engagement:** Engagement refers to a positive psychological state that an employee experiences while performing his work, where he is highly engaged emotionally, mentally, and behaviorally with his tasks. In this case, he feels enthusiastic and dedicated and is ready to put in additional effort without hesitation. He also finds pleasure and satisfaction in his work without feeling exhausted or bored, which reflects positively on achieving his personal goals and the goals of the organization at the same time [7].

2. **Job satisfaction:** Job satisfaction is a broad concept that includes an individual's general feeling of satisfaction with his work, colleagues, and superiors, as well as the work environment in general. The impact of this satisfaction is not limited to work only, but extends to affect other aspects of the individual's life, such as his feeling of security, his self-esteem, his psychological balance, and his ability to adapt, in addition

to enhancing his desire for creativity and ambition and achieving a better level of satisfaction with life [3].

3. **Organizational commitment:** It means the extent of the employee's attachment to the organization psychologically, which appears through feelings of loyalty and belonging, a sincere desire to continue and work for its success, in addition to a sense of affection and positive connection to it. It is a commitment stemming from an individual's sense of connection to the organization, their immersion in it, and the alignment of their goals with its goals and values with its values, which gives them pleasure in their association with it [22].

Third section: The practical framework of the research

Statistical analysis methodology

The study analyzed its data using structural equation modeling with partial least squares (PLS-SEM), as this method is suitable for management studies that aim to examine the relationships between underlying variables. Furthermore, it can handle medium-sized samples and does not require a normal distribution of the data.

The structural model was evaluated according to a set of statistical indicators used

in the methodological literature, as shown in table 1.

Table 1. structural model

Standard	Acceptable limit
Linear Interpolation (VIF)	Less than 5
Significance of path coefficients	$T > 1.96$, $P < 0.05$
Coefficient of determination (R^2)	0.25Weak – 0.50 Average – 0.75 Strong
Effect size (f^2)	0.02Small – 0.15 Medium – 0.35 Large

Testing the main hypothesis

The main hypothesis stated that “there is a statistically significant positive relationship between strategic engineering and

organizational happiness in the workplace.”

To test this hypothesis, the results are presented in Table No. (2).

Table No. (2) Results of the evaluation of the structural model for the first main hypothesis

Hypothesis	The path	VIF	Path coefficient	t Value	p Value	Result	Impact size f^2	Coefficient of determination R^2	R^2 Rate
H1	SEG → OHS	1.214	0.812	29.48	0.000	acceptance	2.14	0.761	0.744

Source: SmartPLS program outputs

The results in Table 2 indicate that the path coefficient between strategic engineering and organizational happiness was 0.812, a positive and high value, statistically significant at the 0.05 significance level. The (T) value exceeded the acceptable threshold,

and the (P) value fell below the established level, thus confirming the acceptance of the main hypothesis.

Furthermore, the coefficient of determination (R^2) reached a value of 0.761, indicating that strategic engineering explains (76.1%) of the

variance in organizational happiness, while the remaining percentage is attributed to other variables not addressed in the study.

Testing Sub-Hypotheses

The sub-hypotheses of the first main hypothesis state the following:

- H1-1 There is a statistically significant positive relationship between the stability dimension and organizational happiness in the workplace.
- H1-2 There is a statistically significant positive relationship between the safety dimension and

organizational happiness in the workplace.

- H1-3 There is a statistically significant positive relationship between the funding dimension and organizational happiness in the workplace.

To test these hypotheses, a sub-structural model was constructed to illustrate the impact of each dimension of strategic engineering on organizational happiness. The results shown in Table 3 are as follows:

Table No. (3) Results of the evaluation of the structural model for the sub-hypotheses

Hypothesis	The path	VIF	Path coefficient	t Value	p Value	Result	Impact size f^2	Coefficient of determination R^2	R^2 Rate
H1-1	STB → OHS	1.346	0.341	3.214	0.001	acceptance	0.096	0.783	0.761
H1-2	SEC → OHS	1.289	0.284	2.687	0.004	acceptance	0.118		
H1-3	FIN → OHS	1.402	0.389	3.072	0.002	acceptance	0.264		

Source: SmartPLS program outputs

Table 3 presents the results of the sub-hypothesis test aimed at measuring the impact of strategic engineering dimensions (stability, security, finance) on organizational happiness in the workplace at Warith Al-Anbiya University, using partial least squares structural equation modeling (PLS-SEM). The results indicate that all strategic engineering dimensions have positive and statistically significant effects on organizational happiness. Path coefficients were positive, and t-values exceeded the acceptable threshold of 1.96, while p-values fell below the significance level of 0.05.

The path coefficient for the stability dimension was 0.341, with a t-value of 3.214 and a p-value of 0.001, indicating a statistically significant positive effect of this dimension on organizational happiness. The effect size ($f^2 = 0.096$) suggests a weak to moderate effect.

As for the security dimension, its path coefficient was 0.284, with a t-value of 2.687 and a p-value of 0.004, confirming its significant impact on organizational happiness. The effect size ($f^2 = 0.118$) indicates a relatively moderate level of impact, reflecting the importance of both job security and psychological security in

enhancing employees' well-being within the organization.

In contrast, the financial dimension emerged as the most influential, with a path coefficient of (0.389), a (t) value of (3.072), and a significance level of (0.002), in addition to an effect size of ($f^2 = 0.264$). These results indicate an effect ranging from moderate to strong, confirming the pivotal role of the availability of financial resources and the fairness of incentive systems in increasing organizational happiness levels among employees.

At the overall level, the coefficient of determination reached ($R^2 = 0.783$), which means that the dimensions of strategic engineering explain (78.3%) of the variance in organizational happiness in the work environment, while the remaining percentage is due to other factors that were not included in the study. Accordingly, the results of Table No. (3) Confirm that strategic engineering, especially the financial dimension, represents an influential factor in enhancing organizational happiness within the university environment, which supports the acceptance of the sub-hypotheses of the study, and at the same time highlights the practical importance of adopting this

approach in improving the work environment.

Section Four: Conclusions and Recommendations

Conclusions

1. The study concluded that strategic engineering represents an effective administrative approach in enhancing organizational happiness within the university work environment, as adopting it contributes to raising the level of job satisfaction and achieving greater stability among employees.
2. The results showed a statistically significant positive effect of the combined dimensions of strategic engineering on organizational happiness, which supports the main hypothesis of the study and strengthens its theoretical framework.
3. Statistical analyses showed that the financing dimension had the most influence on organizational happiness compared to the stability and security dimensions, which reflects the importance of the availability of financial resources and the adoption of fair incentive systems in improving the well-being of employees.

4. The dimensions of stability and job security have also proven a pivotal role in providing a psychologically and professionally supportive work environment, which contributes to enhancing organizational commitment and reducing work-related stress.
5. The coefficient of determination (R^2) indicated that a large proportion of the variance in organizational happiness can be explained by the dimensions of strategic engineering, which indicates the explanatory power of the study model and its reliability in analyzing similar organizational phenomena.
6. The results of the study confirm that achieving organizational happiness does not occur separately but rather requires adopting integrated strategic planning based on conscious management of resources, policies, and organizational procedures.

Recommendations

1. The study recommends the necessity of adopting strategic engineering as an approved administrative approach in educational institutions, because of

its effective role in enhancing organizational happiness and raising the level of institutional performance.

2. It also stresses the importance of supporting the financial dimension by developing incentive and reward systems and ensuring the fair distribution of resources, as this has a positive impact on raising the level of employee satisfaction and enhancing job stability.
3. The study calls on administrations to pay greater attention to providing a safe and stable work environment by adopting clear policies that enhance job security, along with offering psychological support to employees, which contributes to strengthening their sense of reassurance and belonging to the organization.
4. It also recommends the necessity of encouraging university leadership to restructure organizational systems and procedures in accordance with the requirements of strategic engineering, which contributes to supporting employees' well-being and achieving their job satisfaction.
5. The study also recommends conducting future studies addressing

other organizational variables, such as organizational commitment, institutional performance, and quality of work life, to reveal their roles in enhancing organizational happiness.

6. Finally, the results of this study can be utilized as a scientific reference to support decision-makers in adopting more flexible and sustainable strategic policies that contribute to building a positive and distinguished work environment.

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الهندسة الاستراتيجية ودورها في تعزيز السعادة التنظيمية في بيئة العمل (دراسة تطبيقية في جامعة وارث الأنبياء)

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مستخلص

هدفت هذه الدراسة إلى تحليل دور الهندسة الاستراتيجية في تعزيز السعادة التنظيمية في بيئة العمل، من خلال دراسة تطبيقية في جامعة وارث الأنبياء. وقد بحثت طبيعة العلاقة بين أبعاد الهندسة الاستراتيجية (الاستقرار، والأمن، والتمويل) ومستوى السعادة التنظيمية بين موظفي الجامعة. شمل مجتمع الدراسة جميع موظفي الجامعة، حيث تم اختيار عينة عشوائية طبقية مكونة من 160 موظفًا. وقد تم استلام 155 استبيانًا صالحًا للتحليل، بنسبة استجابة بلغت 96.9%، وهي نسبة مناسبة لإجراء تحليلات إحصائية متقدمة.

اعتمدت الدراسة المنهج الوصفي التحليلي، واستخدمت نمذجة المعادلات الهيكلية باستخدام المربعات الصغرى الجزئية (PLS-SEM) لتحليل العلاقات بين المتغيرات واختبار الفرضيات. أظهرت النتائج وجود تأثير إيجابي ذي دلالة إحصائية للهندسة الاستراتيجية على السعادة التنظيمية، مع تفاوت في قوة التأثير بين الأبعاد. وقد احتل بُعد التمويل المرتبة الأولى، يليه بُعد الاستقرار والأمن، مما يعكس أهمية الإدارة المتكاملة للموارد الاستراتيجية في تعزيز رفاهية الموظفين. تُبرز هذه النتائج الأهمية العملية للهندسة الاستراتيجية في دعم صُنَّاع القرار بجامعة وارث الأنبياء، وذلك من خلال توجيه السياسات التنظيمية نحو تحسين بيئة العمل، وتعزيز مشاركة الموظفين، وزيادة الرضا الوظيفي، مما يُسهم في تحسين الأداء المؤسسي واستدامة بيئة العمل.

الكلمات المفتاحية: الهندسة الاستراتيجية، السعادة التنظيمية في بيئة العمل، جامعة وارث الأنبياء.