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RELATIONSHIP BETWEEN JOB SATISFACTION, INCOME AND LEADERSHIP WITH HAPPINESS AT WORK

NUR ‘AFIFAH BINTI ARIS

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA UTARA MALAYSIA

DECEMBER 2017
RELATIONSHIP BETWEEN JOB SATISFACTION, INCOME AND LEADERSHIP WITH HAPPINESS AT WORK.

By

NUR ‘AFIFAH BINTI ARIS

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirements for
Master of Human Resource Management
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Million thanks to all.

Nur ‘Afifah binti Aris

Universiti Utara Malaysia
ABSTRACT

The purpose of the study is to investigate the relationship between job satisfaction, income, leadership and happiness at work among teachers in Penang. Data were collected from 156 teachers from 3 vocational colleges in Penang and were analyzed using Statistical Package for Social Science (SPSS) version 22.0. To answer the objective of this study, Pearson correlation analysis and regression analysis were used. Pearson correlation analysis was performed to identify the correlation between job satisfaction, income and leadership with happiness at work. Besides that, multiple regression analysis was conducted to examine the relationships between independent variables and dependent variable. The findings revealed that job satisfaction, income and leadership have significant contribution to happiness at work among teachers. Implications and recommendation for future research were also discussed in the study.

Keyword: Job satisfaction, income, leadership and happiness at work
ABSTRAK


Kata kunci: Kepuasan bekerja, pendapatan, kepimpinan dan kegembiraan di tempat kerja
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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides a general introduction of the study. The first section introduces the background of the study while the second section presents the problem statement. The third and fourth sections of this chapter present the research questions and the objectives of the study. The scope of the study is presented in the fifth section, followed by the significance of the study. The seventh section presents the definition of key terms of the study. Finally, the final section presents the organization of the chapters.

1.2 Background of the Study

There has been an explosion of research and proselytizing into happiness, optimism and positive character traits (Hosie & Sevastos, 2009). The term “happiness” had been studied and discussed by many scholars and by different areas such as art, philosophy, psychology and science. Fisher (2010) noted that happiness is showed through pleasant moods and positive emotions, subjective well-being and positive attitudes, and in recent years the interest in happiness has extended to workplace. Happiness appears in the form of joy and it is the basic human emotion, thus, feeling happy is crucial to the experience as human (Diener & Diener, 1996). However, not
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REFERENCES


the Oxford Happiness Inventory and Eysenck’s dimensional model of personality and gender. *Personality and individual Differences*, 26, 5-11.


APPENDIX A

CONFIDENTIAL

SURVEY QUESTIONNAIRE
HAPPINESS AT WORK AMONG TEACHERS

Dear participants,

This study is conducted for a research that aims to examine the factors that influence the happiness at work among teachers. I highly appreciate if you could spare your time to complete this survey. All responses are strictly confidential and anonymous. Your responses will help me in completing this research. If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely/

NUR ‘AFIFAH BINTI ARIS (0195679794)
College Of Business
Universiti Utara Malaysia
Master in Human Resource Management
Section A: The following statement is your opinion regarding happiness at work.

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan penyataan tersebut.

Key:

<table>
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<tr>
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<th>NA/D</th>
<th>A</th>
<th>SA</th>
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</table>
| 1  | My work made me feel happy.  
    *Kerjaya saya membuatkan saya gembira.*  | 1  | 2 | 3    | 4 | 5  |
| 2  | My work made me feel excited.  
    *Kerjaya saya membuatkan saya teruja.* | 1  | 2 | 3    | 4 | 5  |
| 3  | My work made me feel cheerful.  
    *Kerjaya saya membuatkan saya ceria.* | 1  | 2 | 3    | 4 | 5  |
| 4  | My work made me feel enthusiastic.  
    *Kerjaya saya membuatkan saya bersemangat.* | 1  | 2 | 3    | 4 | 5  |
| 5  | My work made me feel proud.  
    *Kerjaya saya membuatkan saya merasa bangga.* | 1  | 2 | 3    | 4 | 5  |
| 6  | My work made me feel content.  
    *Kerjaya saya membuatkan saya berpuas hati.* | 1  | 2 | 3    | 4 | 5  |
| 7  | My work made me feel willing.  
    *Kerjaya saya membuatkan saya merasa rela.* | 1  | 2 | 3    | 4 | 5  |
| 8  | My work made me feel calm.  
    *Kerjaya saya membuatkan saya merasa tenang.* | 1  | 2 | 3    | 4 | 5  |
| 9  | My work made me feel active.  
    *Kerjaya saya membuatkan saya merasa aktif.* | 1  | 2 | 3    | 4 | 5  |
|   | In my work, I achieve my potential.  
|---|---
|   | Dalam kerja saya, saya mencapai potensi diri saya.  
|   |   | 1 | 2 | 3 | 4 | 5 |
|   | In my work, I develop abilities I consider important.  
|   | Dalam kerja saya, saya membentuk kebolehan yang saya percaya ianya penting.  
|   |   | 1 | 2 | 3 | 4 | 5 |
|   | In my work, I engage in activities that express my skills.  
|   | Dalam kerja saya, saya terlibat dengan aktiviti yang menunjukkan kemahiran saya.  
|   |   | 1 | 2 | 3 | 4 | 5 |
|   | In my work, I overcome challenges.  
|   | Dalam kerja saya, saya berjaya mengatasi cabaran.  
|   |   | 1 | 2 | 3 | 4 | 5 |
|   | In my work, I achieve results that I regard as valuable.  
|   | Dalam kerja saya, saya mencapai hasil yang saya anggap bermakna.  
|   |   | 1 | 2 | 3 | 4 | 5 |
|   | In my work, I advance in the goals I set for my life.  
|   | Dalam kerja saya, saya bergerak dengan matlamat yang saya tetapkan dalam hidup.  
|   |   | 1 | 2 | 3 | 4 | 5 |
|   | In my work, I do what I really like doing.  
|   | Dalam kerja saya, saya lakukan apa yang saya suka lakukan.  
|   |   | 1 | 2 | 3 | 4 | 5 |
|   | In my work, I express what is best in me.  
|   | Dalam kerja saya, saya menunjukkan yang terbaik dari diri saya.  
|   |   | 1 | 2 | 3 | 4 | 5 |
Section B: The following statement is your opinion regarding job satisfaction.

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan penyataan tersebut.

Key:

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<th>NA/D</th>
<th>A</th>
<th>SA</th>
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<tbody>
<tr>
<td>1</td>
<td>I feel very comfortable in my work environment. (Saya) sangat selesa berada dalam persekitaran kerja saya.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I consider my co-workers friends. (Saya) percaya dengan rakan sekerja saya.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>My management regularly acknowledges when I do a good job. (Pihak) pengurusan selalu menghargai apabila saya melakukan kerja dengan baik.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My values and those of the organization are very similar. (Nilai saya) dan organisasi juga adalah sangat sama.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>I am willing to put in a great deal of effort beyond that normally expected in order to help the organization to be successful. (Saya) sanggup untuk meletakkan usaha yang lebih dari biasa dalam membantu organisasi untuk lebih berjaya.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>I am very proud to tell others that I work for the organization. (Saya) berbangga untuk memberitahu orang lain bahawa saya bekerja untuk organisasi tersebut.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Section C: The following statement is your opinion regarding income.

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan penyataan tersebut.

Key:

<table>
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<tr>
<th></th>
<th>1 Strongly Disagree (SD)</th>
<th>2 Disagree (D)</th>
<th>3 Neither Agree or Disagree (NA/D)</th>
<th>4 Agree (A)</th>
<th>5 Strongly Agree (SA)</th>
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<td></td>
<td>Sangat tidak setuju (SD)</td>
<td>Tidak setuju (D)</td>
<td>Tidak bersetuju mahupun bersetuju (NA/D)</td>
<td>Setuju (A)</td>
<td>Sangat setuju (SA)</td>
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<tbody>
<tr>
<td>1</td>
<td>I am happy with my current salary. Saya gembira dengan gaji terkini saya.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I am satisfied with my overall level of pay. Saya berpuas hati dengan keseluruhan tanga gaji saya.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Size of my current salary is sufficient enough to live on. Nilai gaji terkini saya sudah cukup untuk saya gunakan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>The insufficient my take home pay keeps me from living the way I want to live. Gaji bersih yang tidak mencukupi tidak membolehkan saya menjalani kehidupan seperti yang saya inginkan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Section D: The following statement is your opinion regarding leadership.

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

_Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan penyataan tersebut._

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<td>Strongly Disagree (SD)</td>
<td>Disagree (D)</td>
<td>Neither Agree or Disagree (NA/D)</td>
<td>Agree (A)</td>
<td>Strongly Agree (SA)</td>
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<td>Sangat tidak setuju (SD)</td>
<td>Tidak setuju (D)</td>
<td>Tidak bersetuju mahupun bersetuju (NA/D)</td>
<td>Setuju (A)</td>
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<tr>
<td>1</td>
<td>Fair administration.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><em>Pentadbiran yang adil.</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>My leader takes big role in creating and developing working team.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><em>Ketua saya mengambil peranan yang besar dalam membinad membentuk pasukan kerja.</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>My leader provides shared understanding among staff.</td>
<td>1</td>
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<td>3</td>
<td>4</td>
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<td><em>Ketua saya menyediakan perkongsian pemahaman antara staf.</em></td>
<td></td>
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</tr>
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<td>4</td>
<td>My leader makes staff aware of school’s vision and mission.</td>
<td>1</td>
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<td>3</td>
<td>4</td>
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<td><em>Ketua saya memastikan staf sedia maklum mengenai visi dan misi sekolah.</em></td>
<td></td>
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<td>5</td>
<td>My leader engages in 2-way transparent communication in the school.</td>
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<td><em>Ketua saya menggunakan dalam kemunikasi secara telus di sekolah.</em></td>
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<tr>
<td>6</td>
<td>My leader creates motivation so that staffs work efficiently.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><em>Ketua saya membina motivasi agar staf bekerja dengan cekap.</em></td>
<td></td>
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<td></td>
<td></td>
</tr>
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</table>
|   | My leader promotes creative mind so that staffs are enthusiastic at work.  
*Ketua saya menggalakkan pemikiran yang kreatif supaya staf lebih bersemangat di tempat kerja.* | 1 | 2 | 3 | 4 | 5 |
|---|---------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 8 | My leader can bring out staffs’ potential so that they work efficiently.  
*Ketua saya berkebolehan mengeluarkan potensi staf agar mereka dapat bekerja dengan lebih efektif.* | 1 | 2 | 3 | 4 | 5 |
| 9 | My leader is dedicated to both staffs and school.  
*Ketua saya berdedikasi terhadap staf dan juga sekolah.* | 1 | 2 | 3 | 4 | 5 |
| 10 | My leader promoted decentralization of power among staffs.  
*Ketua saya menggalakkan desentralisasi kuasa dalam kalangan staf.* | 1 | 2 | 3 | 4 | 5 |
| 11 | My leader remembers and pays attention to my success.  
*Ketua saya ingat dan memberi perhatian terhadap kejayaan saya.* | 1 | 2 | 3 | 4 | 5 |
Section E: Demographic Questions

Please tick (✓) on the answers and fill in where necessary.

Sila tandakan (✓) pada jawapan dan isikan di mana yang perlu.

1. Gender : Male Female
   Jantina Lelaki Perempuan

2. Age : ……………… years
   Umur : ……………… tahun

3. Race : Malay Indian Chinese
   Bangsa Melayu India Cina
   Others please state
   Lain-lain sila nyatakan

4. Marital status : Single Married with no children
   Status Perkahwinan Bujang Berkahwin, tiada anak
   Married with children Berkahwin, mempunyai anak
   Divorced Bercerai
5. Highest level of education

Pendidikan tertinggi

- ☐ SPM or equivalent
  Sijil Pelajaran Malaysia dan setara
- ☐ Diploma or equivalent
  Diploma dan setara
- ☐ Bachelor’s degree and equivalent
  Ijazah Sarjana Muda dan setara
- ☐ Master’s Degree or equivalent
  Ijazah Sarjana dan setara
- ☐ Doctoral’s degree and equivalent
  Ijazah Kedoktoran dan setara

6. Income

Pendapatan

- ☐ RM 1500-2500
- ☐ RM 2501-3500
- ☐ RM 3501-4500
- ☐ RM4501 and above

Thank you for the cooperation.

Terima kasih atas kerjasama anda.
APPENDIX B

Frequencies Table

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<th>Statistics</th>
<th>Gender</th>
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<th>Race</th>
<th>Marital Status</th>
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<th>Income</th>
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### Race

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### Marital Status

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### Highest level of education

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## Income

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APPENDIX C

Descriptive Statistics

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APPENDIX D

Reliability Test (Pilot Test)

Case Processing Summary

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a. Listwise deletion based on all variables in the procedure.

i) Happiness at Work

Reliability Statistics

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ii) Job Satisfaction

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iii) Income

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iv) Leadership

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APPENDIX E

Reliability Test (Actual Test)

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a. Listwise deletion based on all variables in the procedure.

i) Happiness at Work

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ii) Job Satisfaction

### Reliability Statistics

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iii) Income

### Reliability Statistics

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iv) Leadership

### Reliability Statistics

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APPENDIX F

Pearson r-Correlation Test

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<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
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<tr>
<td>N</td>
<td>156</td>
<td>156</td>
<td>156</td>
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</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.402&quot;</td>
<td>.376&quot;</td>
<td>1</td>
<td>.388&quot;</td>
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<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
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<td>N</td>
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<td>156</td>
<td>156</td>
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<tr>
<td>Leadership</td>
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<tr>
<td>Pearson Correlation</td>
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<td>.604&quot;</td>
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</table>

**. Correlation is significant at the 0.01 level (2-tailed).
APPENDIX G

Multiple Linear Regression

Variables Entered/Removed<sup>a</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Variables Entered</th>
<th>Variables Removed</th>
<th>Method</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership, Income, Job Satisfaction&lt;sup&gt;b&lt;/sup&gt;</td>
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</table>

a. Dependent Variable: Happiness at Work

b. All requested variables entered.

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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<tr>
<td>1</td>
<td>.732&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.536</td>
<td>.527</td>
<td>.31062</td>
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a. Predictors: (Constant), Leadership, Income, Job Satisfaction
### ANOVA

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<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<tr>
<td>1</td>
<td>Regression</td>
<td>16.953</td>
<td>3</td>
<td>5.651</td>
<td>58.568</td>
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<td>Residual</td>
<td>14.666</td>
<td>152</td>
<td>.096</td>
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<td></td>
<td>Total</td>
<td>31.619</td>
<td>155</td>
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</table>

a. Dependent Variable: Happiness at Work

b. Predictors: (Constant), Leadership, Income, Job Satisfaction

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
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</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
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<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.060</td>
<td>.229</td>
<td>4.619</td>
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<tr>
<td></td>
<td>Job Satisfaction</td>
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<td>.066</td>
<td>.426</td>
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<tr>
<td></td>
<td>Income</td>
<td>.091</td>
<td>.049</td>
<td>.114</td>
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<tr>
<td></td>
<td>Leadership</td>
<td>.280</td>
<td>.061</td>
<td>.328</td>
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</tbody>
</table>

a. Dependent Variable: Happiness at Work