

HAPPINESS AT WORK: THE ROLE OF WORK ENGAGEMENT, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Abstract: Happiness At Work: The Role of Work Engagement, Job Satisfaction And Organizational Commitment. Creating a sustainable workplace is not only about reducing the impact of pollution on the environment but also about management support in creating a workplace that supports employee happiness and well-being. This study aims to determine the role of work engagement, job satisfaction, and organizational commitment increasing happiness at work and impact of happiness at work on improving organizational citizenship behavior in PT INKA (Persero) employees. The research subjects used were employees at PT INKA (Persero), totaling 103 employees. The data collection tools used were scales of work engagement, job satisfaction, organizational commitment and happiness at work. Data analysis used IBM SPSS 22 software for normality tests, reliability tests, and descriptions of respondents' answers, and Lisrel 8.70 software for validity and reliability tests of instruments and hypothesis testing. The results showed that work engagement, job satisfaction, and organizational commitment significantly increased happiness at work, which in turn can increase organizational citizenship behavior in PT INKA (Persero) employees. Happiness at work felt by individuals will have a positive impact both at the individual level (work engagement, job satisfaction, organizational commitment) and the organizational level (performance, such as OCB).

Keywords: Organization Citizenship Behavior., Happiness at work., work engagement job satisfaction., organizational commitment.

Abstrak: Kebahagiaan di Tempat Kerja: Peran Keterlibatan Kerja, Kepuasan Kerja dan Komitmen Organisasi. Menciptakan tempat kerja yang berkelanjutan tidak hanya tentang mengurangi dampak polusi terhadap lingkungan, tetapi juga tentang dukungan manajemen dalam menciptakan tempat kerja yang mendukung kebahagiaan dan

kesejahteraan karyawan. Penelitian ini bertujuan untuk mengetahui peran *work engagement*, *job satisfaction*, dan *organizational commitment* dalam meningkatkan *happiness at work* serta peran *happiness at work* dalam meningkatkan *organizational citizenship behavior* pada karyawan PT INKA (Persero). Subjek penelitian yang digunakan adalah karyawan di PT INKA (Persero) yang berjumlah 103 karyawan. Alat pengumpulan data yang digunakan adalah skala *work engagement*, *job satisfaction*, *organizational commitment*, *happiness at work* dan *organizational citizenship behavior*. Analisis data menggunakan software IBM SPSS 22 untuk uji normalitas, uji reliabilitas, dan deskripsi jawaban responden, serta software Lisrel 8.70 untuk uji validitas dan reliabilitas instrumen serta uji hipotesis. Hasil penelitian menunjukkan bahwa ketiga antecedent *happiness at work* (*work engagement*, *job satisfaction*, dan *organizational commitment*) dapat meningkatkan *happiness at work*, yang pada akhirnya dapat meningkatkan *organizational citizenship behavior* pada karyawan PT INKA (Persero). *Happiness at work* yang dirasakan oleh individu akan memberikan dampak positif baik pada level individu (*work engagement*, *job satisfaction*, *organizational commitment*) maupun level organisasi (kinerja, seperti OCB).

Kata Kerja: *Organization Citizenship Behavior.*, *Happiness at work.*, *work engagement* *job satisfaction.*, *organizational commitment*.

INTRODUCTION

World development has now entered the 5.0 era, where the role of human resources (HR) is back. Successful organizations need high-performing employees who can go beyond their job responsibilities (Robbins, & Judge, 2013). Organizations have a need to build and have reliable human resources. In addition to performance based on their respective main duties, employees must also demonstrate positive behavior that supports the achievement of company performance. Employees who are characterized by high levels of Organizational Citizenship

Behavior (OCB) usually also achieve high performance results.

OCB is a behavior adopted voluntarily by employees that can be useful in improving organizational effectiveness (Organ et al., 2006). OCB is voluntary behavior in carrying out job duties, supporting colleagues in difficult situations, and ensuring a positive response to the work of the organization (Luthans, 2009). OCB can be owned by employees because of three factors that influence it: positive emotions, disposition, and cognitive appraisal. One form of positive

emotion that can have an impact on work is happiness (Jex & Britt, 2014), which is gaining popularity in organizations (Roy & Konwar, 2020). Various stakeholders believe that happiness is a causal mechanism that can create many positive working conditions and is at the core of positive organizational psychology (Money et al., 2008). Recent research has shown that *work* and *employment* can increase happiness, which in turn increases productivity and business outcomes (Field & Buitendach, 2011).

Resource management practices that promote happiness at work are an important tool for developing sustainable human capital (Atan et al., 2021). Researchers also realized the importance of considering employees' emotional states and expectations in working life. Brannigan & Zwerman (2001) state that in the world of work, managers' attention should also be given to the aspect of happiness as one of the emotional aspects of employees. In the world of work, people work to gain happiness at work. Salas-Vallina et al. (2018); Singh & Aggarwal (2018), state that the concept of happiness in the workplace becomes an autonomous construct.

Happiness at work is an important issue for most employees because they need a source of income and want it to give them the

opportunity to use their skills, face challenges and achieve personal satisfaction (Díaz et al., 2008). Employees can consciously maximize their work and realize their potential by working alone or with others (Pryce-Jones, 2010). Happiness at work is a positive psychology that is influenced by previous events and has consequences (Macey & Schneider, 2008; Ryan et al., 2008). Several previous studies have examined the antecedents of happiness at work, such as job satisfaction, organizational commitment, and work engagement. (Fisher, 2010; De Sousa & Porto, 2015; Bataineh, 2019; Fitriana et al., 2022). Fisher (2010) notes that happiness has consequences at both the individual and organizational levels.

Study Joo & Lee (2017) highlights the importance of work engagement and carrier satisfaction as the main drivers of subjective well-being (SWB) or happiness at work. Antecedents of happiness at work that have been studied in previous research are organizational values and Person-Organization Fit (POF) (De Sousa & Porto, 2015); perceived organizational support (POS) and psychological capital (PsyCap) (Joo & Lee, 2017). According to Roy & Konwar (2020), happiness at work can be seen from: 1) individual factors, such as:

employee status, meaningfulness of work, autonomy, job security, recognition, and relationships with coworkers); 2) organizational factors, such as: management and leadership, training and development, career development opportunities, compensation, skills recognition, and superior-subordinate relationships; 3) general components or a combination of individual and organizational factors, such as: job flexibility, work-life balance, organizational culture, working hours, and work environment). The consequences of happiness at work include organizational citizenship behavior (Wimalanga & Kaluarachchige, 2020) and employee performance (Bataineh, 2019).

This empirical study focuses on the antecedents of happiness at work. First, job satisfaction, namely individual employee feelings towards work and aspects of the work itself; second, organizational commitment, namely the level of employee recognition as part of the organization and the organization's goals; third is work engagement, namely positive feelings and job satisfaction seen from the aspects of vigor, absorption and dedication (Fisher, 2010). These three (3) variables can shape happiness at work. Based on the results of interviews conducted on September 27,

2024, at the Human Resources Division of PT. INKA (Persero) stated that there is a need for research that can measure work engagement, job satisfaction, and organizational commitment among PT. INKA (Persero) employees so that it has an impact on employee productivity and provides policies or programs that can be applied to management at PT INKA (Persero). Based on the results of the interview, the researcher identified the need for a new program and measurement tool to realize happiness management that can support these needs, where the components measured in PT INKA employees are antecedents of measuring happiness at work at the individual employee level, which will have an impact on the organization, namely Organizational Citizenship Behavior (OCB) at PT. INKA (Persero).

Globalization is happening at a rapid pace, creating both opportunities and challenges for global businesses (Luthans, 2009). INKA is one of the State-Owned Enterprises (SOEs) that has successfully penetrated foreign markets. INKA has been successful in several countries. INKA is a state-owned manufacturer that provides the first and largest railroad facilities in the Southeast Asia (ASEAN) region. The company has conducted operations in Indonesia, and has

spread and operated in many countries around the world, such as Bangladesh, the Philippines, Malaysia, Thailand, Singapore, and Australia. However, INKA faces many challenges to penetrate and survive and be sustainable in the global market, including creating a sustainable workforce. According to Kossek & Kossek (2014) a sustainable workforce can only be achieved by supporting employee happiness at work and paying attention to the work environment.

In addition, in order for INKA to be able to overcome the changes caused by the impact of globalization that are currently occurring, it requires qualified human resources (HR) who have high OCB. One of INKA's efforts in creating quality human resources, INKA has built cooperation with 24 vocational schools in Indonesia to understand trains (Alessandrina, 2021). Seeing the importance of INKA having quality human resources and having high OCB, happiness at work among employees needs to be the main concern of HR management at INKA. Therefore, this study aims to examine how work engagement, job satisfaction, and organizational commitment influence happiness at work, as well as how happiness at work can subsequently influence Organizational Citizenship Behavior among employees at PT. INKA (Persero).

Previous research and Research Hypothesis

When employees feel happy at work in the organizational climate where they work, it can lead to OCB. The research results of Prakoso & Listiara (2017) show that there is a positive and significant relationship between happiness at work and OCB, while further empirical studies conducted by Agustina et al. Agustina et al. (2020) shows that happiness at work can increase employee OCB, where happiness at work consists of three dimensions, namely work engagement, job satisfaction, and affective organizational commitment. According to Joo & Lee (2017) there are three constructs of happiness at work, namely work engagement, career satisfaction, and subjective wellbeing. In this research, the conceptualization of the happiness at work construct is a second order variable of: 1) job satisfaction; 2) organizational commitment; and 3) work engagement (Fisher, 2010; Salas-Vallina et al., 2018).

Happy employees are more engaged, and unhappy employees tend to be less committed to their jobs (Hassan & Ahmed, 2011). The results of an empirical study conducted by Algarni & Alemeri (2023) show that individual happiness at work

depends on employee engagement. Employee happiness in the workplace is influenced by employee engagement. (Kustiawan et al., 2022). Furthermore, Shelke & Shaikh (2023) revealed that there is a positive and significant relationship between happiness at work and work engagement. Aruoren & Oisamoje (2023) revealed that there is a positive and significant relationship between work engagement and happiness at work. Engaged employees will feel that their existence and work are considered by the organization, giving rise to feelings of calm and happiness at work. (Saks, 2006). This research aims to examine the relationship between work engagement and job happiness among INKA employees, which is one of the state-owned companies in Indonesia whose studies in previous studies are still limited, with the formulation of the following hypothesis (H1a): **H1a: Work engagement significantly increases happiness at work.**

Employee satisfaction with the work they do will make employees happy and provide better results than when employees are not happy (Sohail Butt et al., 2020). Job satisfaction seen from good work results, good coworkers, and recognition from other people, both leaders and the organization in general, can increase happiness at work

(Kustiawan et al., 2020). Mérida-López et al. (2019) revealed that the ability to regulate emotions and perceived support from colleagues and superiors are positively related to job satisfaction and happiness at work. Research conducted by Sohail Butt et al. (2020); Thevanes & Jathurika (2021); Kustiawan et al. (2022); Algarni & Alemeri (2023); Elayan et al. (2023) found that there was a positive and significant relationship between job satisfaction and employee happiness at work. This study tries to revisit the relationship between job satisfaction and happiness at work, where studies in previous studies are still limited. The hypothesis (H1b) is formulated as follows: **H1b: Job satisfaction significantly increases happiness at work.**

The positive relationship between organizational commitment and happiness at work can be seen from the attitude of employees who are proud to tell positive things about the company, and employees feel involved by the company in solving company problems. Organizational commitment means the desire of employees to continue to stay in the organization, loyalty, willingness to work for the organization, and employee conformity with organizational goals and values (García-Contreras et al., 2022). Employee happiness

at work can be influenced by job satisfaction, organizational commitment, and work engagement; furthermore, job performance is influenced by job satisfaction, employee engagement, and happiness at work. Some previous empirical studies that reveal the relationship between organizational commitment (Algarni & Alemeri, 2023). Furthermore, Kustiawan et al. (2022); Elayan et al. (2023) revealed that affective commitment significantly increases job happiness. Referring to several previous studies regarding the positive relationship between organizational commitment and happiness at work, the hypothesis formulation (H1c) is as follows: **H1c: organizational commitment significantly increases happiness at work.**

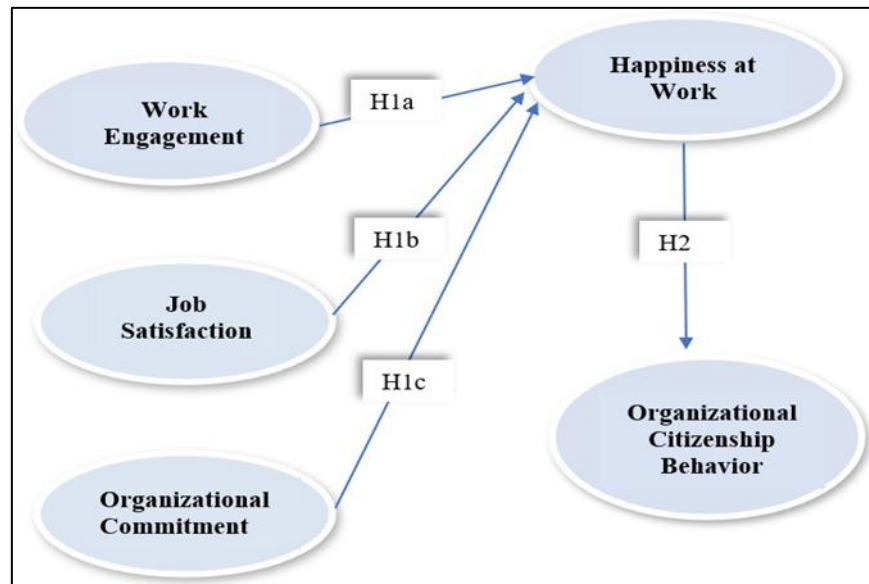
The psychological definition of the concept of "happiness" is subjective well-being (Yurcu, 2017). Some researchers state that happy individuals are expected to increase OCB, while others argue that individuals with high levels of OCB will also be individuals with high levels of happiness. Employees who are happy at work are likely to collaborate for the greater good, foster loyalty to the organization, and are more likely to form strong teams that play a critical role in achieving organizational success (Lalita & S. Singh, 2022). Empirically, the

level of employee happiness significantly increases employee OCBs (Lalita & S.Singh, 2022; Al-shami et al., 2023). Meanwhile, previous research conducted by Akçakanat (2019) shows that the effect of happiness at work on OCB is mediated by intrinsic motivation. Aruoren & Oisamoje (2023) revealed that there is a positive and significant relationship between OCB and happiness at work. Meanwhile, Yurcu (2017) revealed that OCB significantly increases subjective well-being. Increased employee happiness at work ultimately leads to the development of high levels of OCB. This research aims to test the relationship between happiness at work and OCB, with the formulation of the second hypothesis (H2) as follows: **H2: Happiness at work significantly increases OCB.**

This study has several similarities with previous studies, for example in the research variable, namely the dependent variable, namely OCB, but on the other hand there are also differences that can illustrate that this research is different from previous studies. For example, the independent variable chosen by the researcher is happiness at work, with the dimensions of happiness at work being work engagement, job satisfaction, and organizational commitment, so it is hoped that the results of this study will

contribute to the relationship between each of the selected predictors of happiness at work and its consequences for increasing OCB.

The object of research is employees in the Indonesian railroad industry. The research model can be seen in Figure 1.



RESEARCH METHODS

The population of this study was 428 INKA employees. Research data was conducted through a survey with a questionnaire. Distribution of questionnaires with the help of the secretary of the HR Planning, Management and Development Division. In this study, the researcher used non-probability sampling techniques, specifically convenience sampling, which is a method of sampling by selecting the most accessible respondents as subjects. As the name suggests, convenience sampling refers to the collection of information from members of

the population who are easily accessible (Sugiyono, 2019).

The questionnaires were distributed via Google Form to all employees twice, with the first distribution measuring antecedents of workplace happiness, including work engagement, job satisfaction, and organizational commitment, and the second distribution measuring workplace happiness and OCB. The questionnaires returned in the first stage were 303 (70.79%), and the questionnaires returned in the second stage were 132 (30.84%). The first and second stage questionnaires were synchronized by aligning the data collected to ensure

consistency and uniformity for all respondents in both stages using Microsoft Excel, and 103 questionnaires (24.53%) were usable for further analysis.

To test the research hypotheses, statistical tools included confirmatory factor analysis (CFA) to verify whether variable measures were consistent with theory, structural equation modeling (SEM) to measure effects across key variables, and multiple regression analysis to analyze the structural relationships of the models used. Data analysis used IBM SPSS 22 software for

normality test, reliability test, and description of respondents' answers, and Lisrel 8.70 software for instrument validity and reliability test and hypothesis testing.

RESULTS AND DISCUSSION

RESULTS

Normality Test

Normality testing uses the Kolmogorov-Smirnov test (Table 1), because the number of respondents is greater than 50 (Santoso, 1999).

Table 1. Normality Test Results

Asymp. Sig (2-tailed)	0.896
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The results of the normality test (Table 1) show that the significance value (p) in the Kolmogorov-Smirnov test is 0.896 ($p > 0.05$), so based on the Kolmogorov-Smirnov normality test the data is normally distributed

Variable Categorization Results

The categorization of OCB, happiness at work, work engagement, job satisfaction, and organizational commitment measurement results is presented in Table 2.

Table 2

Categorization of Research Variable Measurement Results			
Variable	Category	Frecuency	Percentage (%)
OCB	Low	0	0
	Medium	47	46
	High	56	54
Happiness at Work	Low	1	1
	Medium	53	51
	High	49	48
Work Engagement	Low	0	0

Variable	Category	Frecuency	Percentage (%)
Job Satisfaction	Medium	16	16
	High	87	84
	Low	0	0
Organizational Commitment	Medium	51	49.5
	High	52	50.5
	Low	0	0
Work Engagement	Medium	65	63
	High	38	37
	Low	0	0

OCB in the high category are 56 people (54 %), a medium category of 47 people (46 %), and none in the low category. Employees who have happiness at work in the low category are 1 person (1 %), 53 people (51 %) in the medium category, and 49 people (48 %) in the high category. Employees who have work engagement in the medium category are 16 people (16 %), the high category is 87 people (84 %), and there are none in the low category. Employees who have job satisfaction in the

moderate category are 51 people (49.5 %), 52 people (50.5 %) in the high category, and none in the low category. Employees who have organizational commitment in the moderate category are 65 people (63 %), 38 people (37 %), and none in the low category.

Validity and Reliability Test of Research Variable Measurements

The results of the validity and reliability tests are presented in Table 3.

Table 3
Validity and Reliability Constructs

Variables (Constructs)	Measurement Dimensions	Standardized Loading Factor (SLF)	Construct Reliability (CR)	Variance Extracted (VE)	Cronbach's Alpha
Work	Vigor (VG)	0.88	0.93	0.82	0.926
	Dedication (DD)	0.94			
Engagement	Absorption (ABS)	0.88	0.95	0.80	0.952
	Work (WR)	0.82			
Supervision	0.92				

Variables (Constructs)	Measurement Dimensions	Standardized Loading Factor (SLF)	Construct Reliability (CR)	Variance Extracted (VE)	Cronbach's Alpha
Job Satisfaction	(SPV) Coworker (CW)	0.94	0.91	0.78	0.912
	Physical environment (PE)	0.90			
Organizational Commitment	Affective Commitment (AC)	0.76	0.94	0.84	0.940
	Continuance Commitment (CC)	0.91			
	Normative Commitment (NC)	0.95			
Happiness at Work	HAW-WE	0.92	0.92	0.70	0.916
	HAW-JS	0.91			
	HAW-OC	0.92			
Organizational Citizenship Behavior	Altruism (ALT)	0.82	0.88	0.86	0.916
	Courtesy (COU)	0.83			
	Conscientiousness (CON)	0.77			
	Sportsmanship (SPR)	0.88			
	Civic Virtue (CV)	0.86			

The results of the validity and reliability tests for each latent variable are shown in Table 3. To test convergent validity, the factor loading values of each indicator on the latent variable can be seen. With a VE value > 0.5, the indicator is considered

valid. Similarly, the CR and Cronbach's alpha values of each variable are > 0.7, thus meeting the reliability requirements. **Figure 2** below shows the complete model of workplace happiness and OCB.

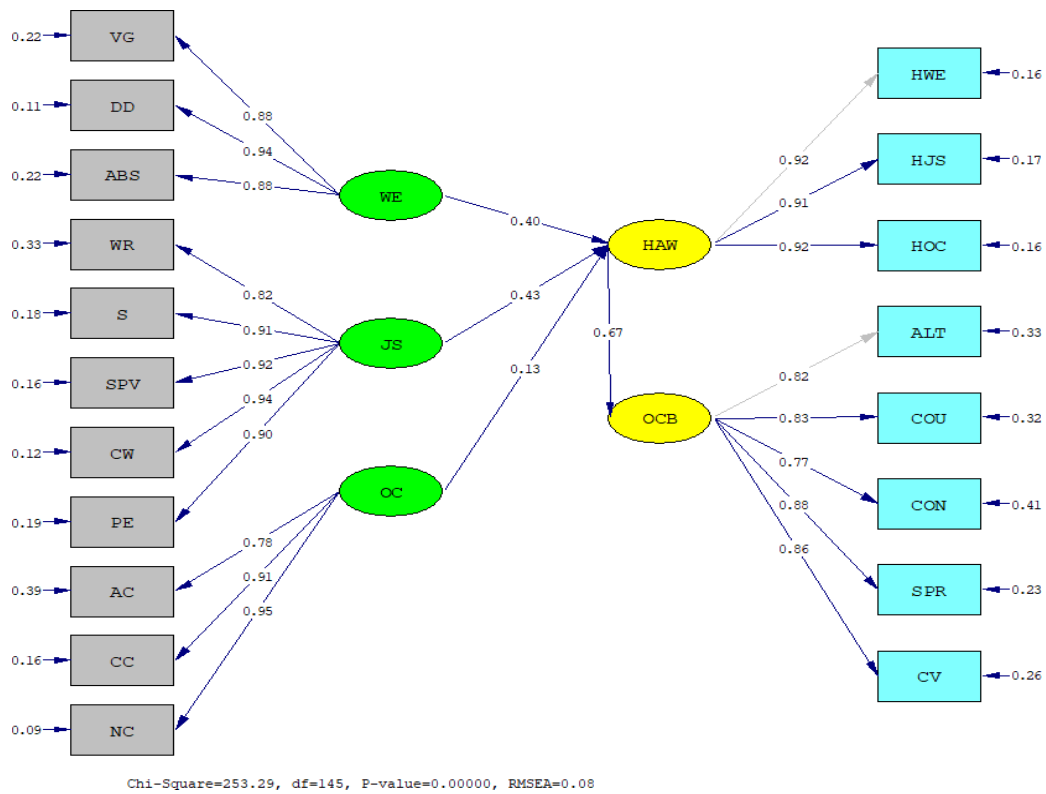


Fig. 2 Relationship of Exogenous Variables to Endogenous Variables

Based on the complete model of workplace happiness and OCB above, it can be seen that Work Environment (WE), Job Satisfaction (JS), and Organizational Commitment (OC) have a positive influence on the mediating variable Happiness at Work (HAW) with coefficients of 0.40, 0.43, and 0.13, respectively. Furthermore, HAW has a

strong influence on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.67, indicating that workplace happiness is an important predictor of organizational citizenship behavior. The Chi-Square value = 253.29, df = 145, p-value = 0.000, and RMSEA = 0.08 indicate that the model has a fairly adequate level of fit.

Table 4
Summary of Goodness of Fit (GoF) Criteria Index Evaluation

GoF Measure	Cut off Value	Result	Evaluation Result
Chi-square	Expected to be small	284.93	Good
P-Value	< 0.05	0.000	Good
RMSEA	≤ 0.08	0.08	Marginal

GoF Measure	Cut off Value	Result	Evaluation Result
GFI	> 0.90	0.80	Good
RMR	< 0.05	0.025	Good
CFI	> 0.90	0.98	Good
IFI	> 0.90	0.98	Good

Table 4 shows that of the seven criteria used to assess the suitability of a model, six are good and one criterion, namely RMSEA, is marginal. It can be said that the model is acceptable, which means that there is a match between the model and the data. From this appropriate model, each path coefficient, which is a hypothesis in this study, can be interpreted and presented in the following structural equation. Equation 1 shows that of the three (3) antecedents of happiness at work, job satisfaction has the

dominant contribution (43 percent) to changes in happiness at work; the next order is work engagement (40 percent); and the third order is organizational commitment (13 %). Equation 2 shows that happiness at work is able to increase 67 % of changes in OCB every time happiness at work increases by 1 percent. A summary of the hypothesis testing results of the two structural models is presented in Table 5 below:

Table 5
Hypothesis Testing

H	Path	B	Std Dev	T Statistic	Result
H1a	WE→HAW	0.40	0.17	2.40	Accepted
H1b	JS→HAW	0.43	0.17	2.56	Accepted
H1c	OC→HAW	0.13	0.065	2.06	Accepted
H2	HAW→OCB	0.67	0.098	6.85	Accepted

Information: WE (Work Engagement); HAW (Happiness at Work); JS (Job Satisfaction); OC (Organizational Commitment); OCB (Organizational Citizenship Behavior).

Table 5 shows that all the proposed hypotheses are accepted: the three (3) antecedents of happiness at work (work engagement, job satisfaction, and organizational commitment) significantly

increase employee happiness at work. Furthermore, happiness at work increases OCB significantly.

Coefficient of Determination (R^2)

R^2 is a measure to assess the predictive accuracy of the model. The resulting coefficient represents the combined effect of exogenous latent variables on endogenous latent variables. R^2 in structural equations indicates the amount of variance in the endogenous latent variables that can be explained simultaneously by the

independent latent variables. The R-squared value illustrates the goodness-of-fit of a model. An R^2 value close to 0.75 indicates strong model predictive ability, an R^2 value close to 0.5 indicates moderate model predictive ability, and an R^2 value close to 0.25 indicates weak model predictive ability (Hair et al., 2014).

Table 6
Coefficient of Determination (R^2)

Model	R^2	Criteria
$HAW = 0.40*WE + 0.43*JS + 0.13*OC$	0.77	Strong
$OCB = 0.67*HAW$	0.45	Medium

Table 6 shows that the R^2 value of the happiness at work variable is 0.77, indicating that the strength of the work engagement, job satisfaction, and organizational commitment variables in predicting happiness at work is 77 percent. The R^2 value of the organizational citizenship behavior variable is 0.45, indicating that the strength of the happiness at work variable in predicting organizational citizenship behavior is 45 percent.

Discussion

Research reveals that happiness at work depends on organizational commitment;

however, job satisfaction and work engagement also contribute to happiness at work (Algarni & Alemeri, 2023). Work engagement is a positive, satisfying, and work-related state of mind, which includes the characteristics: vigor, dedication, and absorption. (Schaufeli et al., 2002). The results of the study can be seen from equation 1, which shows that work engagement has a second order that contributes to happiness at work by 40 percent, and the results of the categorization of employees who have work engagement in the medium category are sixteen people (sixteen percent), the high category is

eighty seven people (eighty four percent), and no one is in the low category. This is also supported by research findings that on the work engagement scale, items with statements: "*I feel that the work I do has its own meaning and purpose for me*". Seeing the highest score on the statement proves that PT. INKA employees show that PT. INKA employees show work engagement by interpreting the meaning and purpose of work, thus **hypothesis 1a** (H1a) can be accepted.

The results showed that when employee work engagement increases, the level of happiness at work felt by employees also increases. This is supported by research that says that there is a positive influence between work engagement and happiness at work (Lalita & S. Singh, 2022; Al-shami et al., 2023; Aruoren & Oisamoje, 2023).

Job satisfaction refers to the individual orientation of an employee, which affects his professional role and the characteristics of the work performed. Employees feel satisfaction at work when certain aspects of the job meet or exceed job expectations perceived by the person or organization they work for. Job satisfaction affects happiness at work. This is also supported by the statement that satisfaction is a term that is often used synonymously with happiness

and that people who experience satisfaction have affective and cognitive- evaluative components that involve assessing whether their needs and wants are satisfied (McGonagle, 2015). The results of this research study show that job satisfaction can increase happiness at work. This is shown by equation 1 which shows that job satisfaction is in the first place and has a contribution of forty three percent in influencing happiness at work. Based on the categorization results obtained by employees who have job satisfaction in the medium category as many as fifty-one people (forty-nine-point five percent), high category as many as fifty-two people (fifty point five), and no one is in the low category, it can be concluded that job satisfaction owned by PT INKA (Persero) employees is able to contribute to happiness at work. This is also in line with the research results, where on the job satisfaction scale, item showed the highest score with item statement: "*The timeliness of the company in providing salaries*". Seeing the highest score on the statement proves that PT INKA employees feel satisfied with work related to the accuracy of providing salaries, so that **hypothesis 1b** (H1b) can be accepted. This is also supported by previous research which says

that job satisfaction can increase happiness at work (Mérida-López et al.; Sohail Butt et al., 2020); Kustiawan et al. 2022; Algarni & Alemeri, 2023; Elayan et al., 2023) and also reinforced that job satisfaction affects happiness at work, where happiness at work is a direct result of job satisfaction.

The next factor that supports happiness at work is organizational commitment. Research results reveal that happiness at work depends on organizational commitment (Algarni & Alemeri, 2023) and when employees feel happy at work, it will have a positive and significant effect on their commitment to the organization (Semedo et al., 2019). The results of the study can be seen from equation one, organizational commitment is in third place which has an impact on changes in happiness at work, which is thirteen percent. The categorization results show that employees at PT INKA (Persero) in the medium category are sixty-five people (sixty three percent), the high category is thirty-eight people (thirty seven percent), and no one is in the low category. This is also supported by the research results, which show that on an organizational commitment scale, the item with the highest score is the statement item: "*It makes sense for me to be an employee and employee in*

this organization." Seeing the highest score on the statement proves that PT INKA employees show commitment to their organization when employees realize their existence as employees and employees at PT INKA, so that **hypothesis 1c** (H1c) can be accepted. This shows that organizational commitment contributes to happiness at work, although it has a small contribution in this study. This is supported by research which states that there is a positive relationship between individual commitment to the organization and happiness at work (García-Contreras et al.; Kustiawan et al., 2022; Elayan et al., 2023). Based on hypotheses 1a, 1b, and 1c, it can be said that work engagement, job satisfaction, and organizational commitment can strengthen happiness at work in employees. This can be seen from the R value² in Table six which shows that seventy seven percent of work engagement, job satisfaction, and organizational commitment variables have a strong influence on happiness at work. This finding is in line with several previous studies which stated that happiness at work is a concept that includes constructs related to positive attitudes, such as work engagement, job satisfaction, and

organizational commitment (Fisher, 2010; De Sousa & Porto, 2015).

Happiness at work that arises from employees will be shown by various behaviors that can benefit the organization. Feeling happy is one of the factors that cause OCB. Happiness at work can increase OCB, where happiness at work consists of three (3) dimensions, namely work engagement, job satisfaction, and organizational commitment (Agustina et al., 2020). The research results that can be seen from equation 2 show that happiness at work contributes to OCB by sixty seven percent for every 1 percent increase in happiness at work. The categorization results show that employees who have happiness at work in the low category are one person (one percent), fifty three people (fifty one percent) in the medium category, and forty nine people (forty eight percent) in the high category. This is also in line with the research results, where the highest score on the Happiness at Work scale was on the item with the statement: "*I am satisfied with the work I do.*" Seeing the highest score on the statement proves that PT INKA employees interpret happiness at work by feeling satisfaction in their work. The results of this study are in accordance with previous empirical findings which show

that happiness at work significantly increases OCB (Yurcu, 2017; Akçakanat, 2019); Agustina et al., 2020); Lalita & S. Singh, 2022; Al-shami et al; Aruoren & Oisamoje, 2023).

Referring to the discussion of the results of this research, it is concluded that the antecedents of happiness at work which include: work involvement, job satisfaction, and organizational commitment can significantly increase happiness at work, and ultimately can increase OCB.

Suggestion

Based on the results of this study, company management can make happiness at work as one of the strategic issues that can be used by management to increase organizational citizenship behavior among employees. The aspects of happiness at work examined in this study are work engagement, job satisfaction, and organizational commitment. Management can develop HR policies related to attractive compensation packages and a work climate that supports mutually beneficial cooperation between coworkers. The results of the study indicate that every organization today needs to pay attention to the value of happiness at work, as one of the organization's efforts to create and maintain happiness at work in order to ensure the

sustainability of the organization at the individual level, namely work engagement, job satisfaction, and organizational commitment, as well as providing an impact at the organizational level, namely Organizational Citizenship Behavior. The results of this study indicate that the variables of work engagement, job satisfaction, organizational commitment, and happiness at work can jointly predict organizational citizenship behavior in

INKA employees by 67 percent, while the remaining 33 percent is influenced by other factors, so suggestions for future researchers can conduct research with other factors not examined in this study, including: personality, organizational culture, organizational climate, transformational leadership and servant leadership, employee social responsibility, employee age, work involvement, collectivism, and organizational justice.

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