

THE EFFECT OF HAPPINESS AT WORK AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS INTERVENING VARIABLE

Putri Hermania¹, Heriyadi², Ilzar Daud³, Ramadania⁴, Rizky Fauzan⁵
Faculty of Economics and Business, Universitas Tanjungpura, Indonesia^{1,2,3,4,5}

ARTICLE INFO

Keywords:

Happiness at Work, Organizational Commitment, Performance, Organizational Citizenship Behavior

E-mail:

putri.hermania@student.untan.ac.id
heriyadi@ekonomi.untan.ac.id
ilzar.daud@ekonomi.untan.ac.id
ramadhanian@ekonomi.untan.ac.id

ABSTRACT

An organization is the entity that involves a group of people working together to reach a common goal or a collective goal. In order to reach the goals of an organization, the organization relies heavily on the human resources within it. Organizations have always had a long-term vision and mission, so there will always be a need for staff who are also aligned with the vision and long-term mission of the organization. Most researchers have shown that Happiness at Work (HAW) and Organizational Commitment considerably influence employee performance, mental health, creative Performance, and psychological capital. This research is purpose to specify the influence of significant variables factor on the Civil Registry Service Office West Kalimantan to achieve an organization's goal. The data collected in this study is as many as 200 respondents and will be analyzed with the Structural Equation Model (SEM) using AMOS 23 with quantitative methods.

Copyright © 2023 Economic Journal. All rights reserved.
is Licensed under a Creative Commons Attribution-NonCommercial 4.0
International License (CC BY-NC 4.0)

1. INTRODUCTION

An organization is an entity that involves a group of people working together toward a common goal or a collective goal. In order to reach the goals of an organization, an organization relies heavily on human resources it. Human resources is known as one of the most dynamic assets for the advancement and growth of an organization. Therefore, the organization and its management must make reasonable changes and moves to improve human resources. If the employees are satisfied and happy with the management of their organization, then they will do the best for the organization's good [1]. Human resource is crucial to organizational effectiveness as it significantly supports organizational competitive advantage through a team of dedicated workers [2].

Human resource management (HRM) is recognized as one of the most critical factors determining the success of an organization. The measure of human resource success in an organization can be seen in the Performance of its workers. Generally, the organization's leader expects every worker to perform the assigned tasks [3]. An employee's Performance is related to the results of a person's Work in an organization or company. Work results can be quality, quantity, and timeliness, but evaluating Performance in an organization is the key to staff development. [4]. Performance evaluation is a form of performance evaluation. Performance shows whether the staff is successful in carrying out tasks and achieving the desired goals or not. Therefore, the organization focuses on the exploitation of human resources, particularly the Performance of the staff as a source of strategic profits [5].

One of the factors that can influence Performance is happiness at Work. Happiness at Work explain as a condition that contributes positively to the productivity of an organization [6]. Employees which are not happy with their work spend only 40% of their time on duty. An organization loses around 100 working days or around 3.5 months for every unhappy employee. In order to be happy at Work, somebody must have a sense of achieving his potential. [7]. So, when workers in an organization are pleased at Work, then the organization's productivity will also increase.

The Effect Of Happiness At Work And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior As Intervening Variable. Putri Hermania, et.al

Furthermore, based on previous theories and research, it is known that Organizational Commitment is a factor that also improves staff performance. Organizational commitment is significantly positively affect on improving the Performance within an organization [8]. Organizational commitment refers to a psychological state that characterizes the connection between an individual and an organization, with consequential effects on the individual's inclination to remain with or depart from the organization. Understanding organizational Commitment will contribute to the management's approach to managing the organization, especially about the existence of employees [9].

The study aims to find a descriptive objective of Happiness at Work and Organizational Commitment that affects officials' Performance in the Civil Registry Service Office West Kalimantan through Organizational Citizenship Behavior as mediation. Civil Registry Service Office West Kalimantan is an implementing element of the Government of the Region in the occupation and civil registration field in West Kalimantan. The main task of Civil Registry Service Office West Kalimantan is to formulate the policy of the region in the area of registration of the population, the building of the civilian registration, management of the administrative information of the occupation, also disclosure of the data of occupations and inter-agency relations in the Province of West Kalimantan.

Literature Review

Happiness at Work

Happiness generally relates to how a person experiences and evaluates their life [10]. Happiness can be regarded as a person's subjective experience of judging himself as happy, considering to what extent he believes or does not [11]. Given that most of the time most people spend working, understanding the role by Work and play in the workplace is crucial. Since that understanding can help create global happiness for individuals and societies. Most researchers have shown that Happiness at Work (HAW) considerably influences staff performance, mental health, creativeness, and psychological capital [12]. HAW is defined as the extent to which an employee can experience an acceptable level of positive satisfaction and compassion in the workplace [13]. High job demands will reduce employee happiness, increasing relocation intentions and counterproductive work behavior. In addition, happy employees can be promoted faster, gain more support from their superiors, tend to complete their tasks effectively, and generate new innovative ideas for their organizations.

Organizational Commitment

Organizational Commitment indicates to the someone's psychological bond to the organization, including a sense of work commitment, loyalty, and confidence in the organization's values [14]. Organizational engagement includes a firm belief and acceptance of the goals and values and a firm desire to remain working with the organization. Employee ethics is a fundamental aspect of establishing a positive professional rapport, encompassing an individual's capacity to make informed decisions and behave appropriately within the organizational context. This form of commitment distinguishes itself from other types, such as employment ethos support, career commitment, employment engagement, and trade union commitment, by placing emphasis on values, careers, and jobs [15]. The readiness of social performers to give their energy and loyalty to the social system, the attachment of social systems of personal relationships that are seen as self-expression.

Organizational Citizenship Behavior

OCB is voluntary behavior against things that take precedence over the organization's interests as the essence of performance-based satisfaction, not formally ordered and not directly and explicitly related to a formal system of rewards [16]. OCB is behavior that increases social value and maintenance and a psychological environment that supports work outcomes. There are five indicators in defining OCB, consisting of altruism, that is, a person who takes the interests of others more seriously than his interests. Courtesy, helping others voluntarily and openly, is both a duty and a virtue. Civic virtue, engaged in organizational activities, and cared for the organization's survival. Conscientiousness is when employees take actions that benefit the organization beyond what is required. Sportsmanship shows the voice of confusion or tolerance to survive an unpleasant situation without complaining [17].

Performance

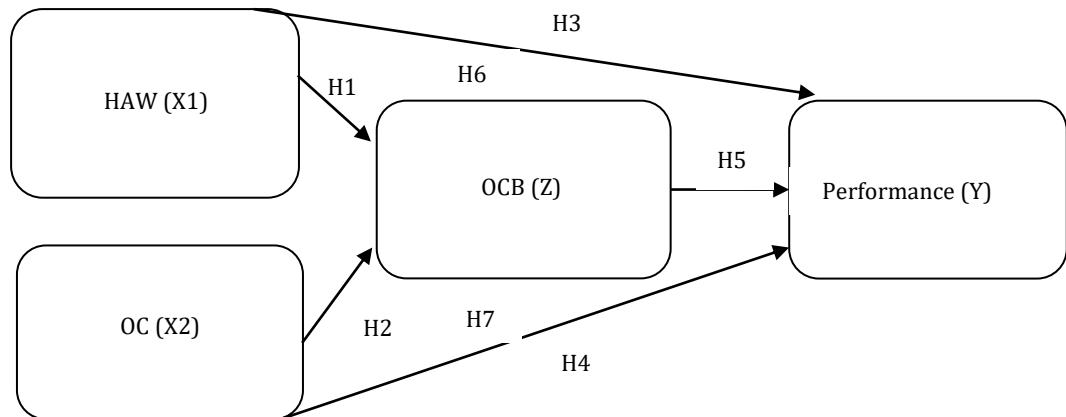
Performance is derived from the word work achievement. The term performance is come from the job and actual of Performance, which is the quality and quantity of Work reached by an worker in the Performance of his duties by the responsibilities assigned to him within a specified period [18]. Individual performance is a determinant of work performance. Performance on individual jobs is determined by

The Effect Of Happiness At Work And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior As Intervening Variable. Putri Hermania, et.al

adherence to standardized job descriptions. Furthermore, work performance can be influenced by other factors, including positive interpersonal interactions, absences, withdrawal behaviors, and behaviors that pose a risk to workplace safety.

Conceptual Framework

Based on the description, it can be built conceptual framework as follows:



Research Hypothesis

Based on the problem formula, the conceptual framework above, the research hypothesis submitted by the researchers is as follows:

1. HAW has a significant impact on OCB.
2. OC has a significant impact on OCB.
3. OCB has a significant impact on Performance.
4. HAW has a significant impact on Performance.
5. OC has a significant impact on Performance.
6. HAW affects Performance significantly positively through OCB.
7. OC affects Performance significantly positively through OCB.

2. METHOD

Measurements

In this study, the instrument to be used is a questionnaire. The questionnaire uses a Likert scale of measurements 1 to 5 with categories: strongly agree (score 5); agree (score 4); neutral (score 3); Disagree (score 2); strongly disagree (score 1). Questionnaire contains four variables: happiness at Work and Organizational Commitment as an independent variable, Performance as a dependent variable, and OCB as an intervening variable. Happiness at Work is measured based on five dimensions developed by [19]. Organizational Commitment is measured based on three dimensions developed by Allen & Meyer (1990) [20]. Then, OCB is measured based on five dimensions developed by Allison et al (2001) [21]. While Performance is measured based on six dimensions development by Bernadin & Rusell (1993) [22].

Sampling and Data Collection

This study was carried out in West Kalimantan. The population in this study are Civil Registry Service Office workers who have worked in the organization for at least five months. In this study, the sample decision-making technique used is purposive sampling. This technique is perfectly suitable for quantitative research or research that does not generalize. The data obtained from the Civil Registry Service Office West Kalimantan is 200 samples.

Data Analysis

Data collected in this research will be analyzed with the Structural Equation Model (SEM) using AMOS 23. Using SEM, three analysis activities can be performed simultaneously: validity and reliability testing of instruments related to confirmative factor analysis. The overall matching of the model is measured with CMIN/DF, RMSEA, RMR, GFI, TLI, IFI, CFI. The validity evaluation performed should be ≥ 0.50 because it relies on the Standardized Loading Factor (SLF) value (Hair et al., 2014) and for the

tabulation of the Construct Reliability (CR) and Average Variance Extracted (AVE) values on the construct reliability. The analysis carried out is a structural model analysis, where this model is used to assess the research hypotheses has been accepted or not. The analysis will show the t-count value on each coefficient. The hypothesis can be said to have a causal relationship when the t -t-count value \geq t table (1.96) with a significant degree α (generally $\alpha = 0.05$). The indirect effect of the mediated variable is determined by performing the Sobel test.

Respondent Characteristics

Table 1 Characteristics of Respondent

Categories	Item	F	%
Gender	Men	62	31%
	Women	138	69%
	Total	200	100%
Age	20-25 y.o	34	17%
	26-30 y.o	107	53.5%
	31-35 y.o	52	26%
	36-40 y.o	6	3%
	>40 y.o	1	0.5%
	Total	200	100%
Educational Level	Senior High	13	6.5%
	Diploma	23	11.5%
	Bachelor	162	81%
	Master	2	1%
	Total	200	100%
Period of work	0-5 years	120	60%
	6-10 years	72	36%
	11-15 years	7	3.5%
	>15 years	1	0.5%
	Total	200	100%
Division	Population Administration	11	5.5%
	Population Registration Field	37	18.5%
	Civil Registration Field	19	9.5%
	Secretariat	23	11.5%
	Data and Information Fields	38	19%
	Technical Implementation Unit	30	15%
	Functional Position Groups	19	9.5%
	Etc.	23	11.5%
	Total	200	100%

Table 1 shows that the majority of respondents are woman 138 or 69%, then dominate by staff with an average age of 26-30 y.o as 107 respondents or 53.5% and most staff have a Bachelor's education background that is 162 respondents, or 81%, 120 respondents or 60% have a working time of 0-5 years and the majority come from the data and information fields is 38 respondent or 19%.

Types of Research Data

The primary data source is by distributing research questionnaires to respondents or research samples. The secondary data in this study are journal articles, books, website government and website validated data relating to the research conducted.

Operational Definition of Research Variables

Table 2 Measurement Model

Variables	Indicators	Items	SLF	AVE	C.R
Happiness at Work	Personal Growth	I got a chance to learn new things.	0.55	0.67	0.92
		The Work done has meaning.	0.59		
	Autonomy	I have enough rights and authority to do my job.	0.60		
		Behavioral Norms	I know the expectations of the organization by being here.		

Variables	Indicators	Items	SLF	AVE	C.R
Organizational Commitments (X2)	Supportive Relations	I got the support of the top to be able to develop the potential in the organization.	0.92	0.63	0.89
	Feedback	I get clear and consistent instructions when working and finishing a job.	0.92		
	Affective Commitment	I am being like a part of the family in this company.	0.75		
	Continuance Commitment	It would be too detrimental for me to leave this company.	0.58		
Organizational Citizenship Behavior (Z)	Normative Commitment	This organization deserves my loyalty and Commitment.	0.61	0.64	0.90
	Altruism	I am always willing to help the new staff orientation process without asking.	0.74		
	Courtesy	I am always willing to give advice and information to colleagues in need.	0.67		
	Civic Virtue	I have always watched and nined activities like teamwork.	0.63		
Performance (Y)	Conscientiousness	I am always on time in the office.	0.55	0.58	0.89
	Sportsmanship	I am avoiding complaining about the job.	0.69		
	Quality	I was able to finish the job well as expected.	0.65		
	Quantity	I can meet the work targets that have been set.	0.54		
	Timeliness	I came and went home to work on time.	0.51		
	Cost Effectiveness	I can work effectively and efficiently.	0.59		
	Need for Supervisor	I am open to criticism and advice from the leadership.	0.51		
Interpersonal Impact	I have a good relationship with my colleagues.	0.65			

Table 2 shows the validity and reliability of the full model. The value of the SLF the entire variable indicator on the full model has a value above 0.50. This indicates that the entire indicator is declared valid and capable of measuring the full construction of the built model. The entire instrument is announced reliable and consistently measure the construction of a full model. It is shown from the AVE of the overall instrument indicator obtaining a value of ≥ 0.50 and the C.R obtaining a value of ≥ 0.7 .

Table 3 Goodness of Fit Index (GOF)

GOF	Cut off Value	Results
CMIN/DF	≤ 3.00	1.661
RMSEA	≤ 0.08	0.058
RMR	< 0.05	0.028
IFI	≥ 0.90	0.914
TLI	≥ 0.90	0.899
CFI	≥ 0.90	0.912

From the GOF measurement in Table 3, it showed that the model compatibility requirements are acceptable. The data describes that five measurements are categorized well. CMIN/DF = 1.661 (≤ 3.00), RMSEA = 0.058 (≤ 0.08), and RMR = 0.028 (< 0.05). As well as IFI = 0.914 and CFI = 0.912 have exceeded the prescribed standard, i.e., ≥ 0.90 . So, the model built by the researchers has been suitable and qualified.

The Effect Of Happiness At Work And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior As Intervening Variable. Putri Hermania, et.al

3. RESULT AND DISCUSSION

Result

The value of testing the research hypothesis can be described as shown below:

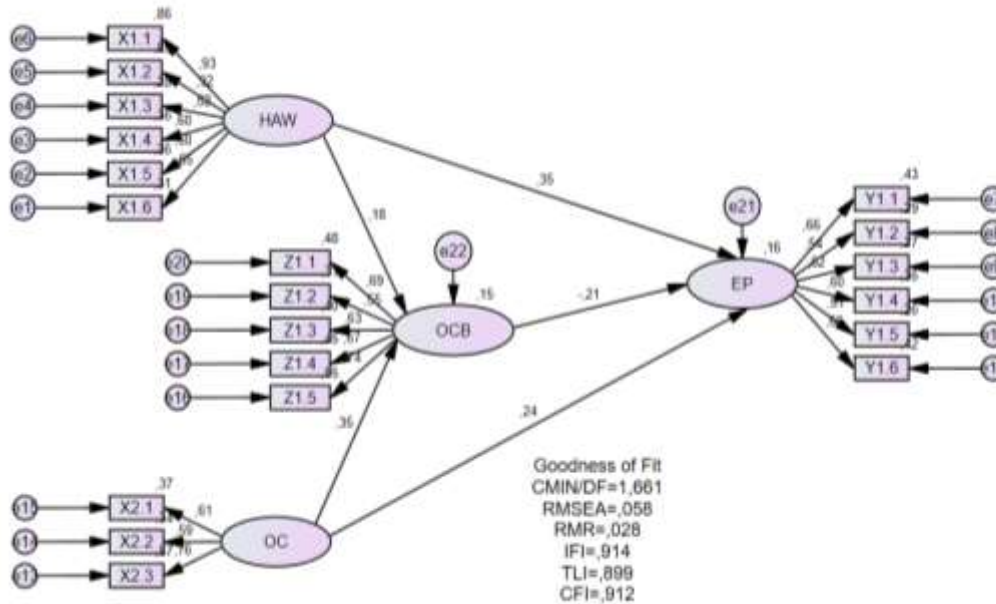


Figure 1. Full Model Structural Test

Table 4 Hypothesis Testing

Item	Std Estimate	S.E.	C.R	P-Value	Conclusion
HAW → EP	0.362	0.099	3.668	0.000	Accepted
OC → EP	0.192	0.086	2.229	0.026	Accepted
HAW → OCB	0.227	0.103	2.214	0.027	Accepted
OC → OCB	0.343	0.096	3.558	0.000	Accepted
OCB → EP	-0.175	0.084	-2.085	0.037	Accepted

From the Table 4 above, the T-score value of Happiness at Work's impact on Performance is 3.668, is bigger than the t-table value (1.96). Similarly, the p-value is less than 0.001, smaller than 0.05 ($\alpha = 0.05$). This result related to the first hypothesis, where Happiness at Work significantly impacts on Performance. For the second hypothesis, the t-value of Organizational Commitment to Performance is 2.229, more than 1.96, and the p-value is 0.026, less than 0.05. For the third hypothesis, the t-score value of Happiness at Work on OCB was 2.214, and the p-value was 0.027. This indicates that Happiness at Work significantly positively affects OCB. The fourth, the t-score value of Organizational Commitment to OCB was 3.558, and the p-value was less than 0.001, indicating that Organizational Commitment has a positive significant effect on organizational citizenship behavior. Fifth hypothesis, OCB has a negative significant effect on Performance. This means that even if the employees have a big commitment, it will not affect their level of Performance. This means that even if the employees have a big commitment, it will not affect their level of Performance.

Hypothesis Testing Mediation

Mediation analysis uses the Sobel Test to prove the indirect relationship between mediation carried out by Organizational Citizenship Behavior. This mediation effect will affect Happiness at Work on Employee Performance through OCB and the relationship of Organizational Commitment to performance through OCB. The results are attached to Table 5.

The Effect Of Happiness At Work And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior As Intervening Variable. Putri Hermania, et.al

Table 5 Sobel Test – Significance of Mediation

Hypothesis	Path	Sobel Test	P-Value	Conclusion
H6	Happiness At Work → Employee Performance through OCB	-1.513	0.13	Rejected
H7	Organizational Commitment → Employee Performance through OCB	-1.523	0.127	Rejected

From the Table 5 obtained Sobel's statistical test value is -1.513, and the p- value of 0.13. These results show that the statistical value of Sobel test on the sixth hypothesis is smaller than the t-table (1.96). It can be concluded that there is no significant effect of Happiness at Work on Performance through OCB. Further results on the seventh hypothesis, where the statistic values of Sobel's test are -1.523, smaller than 1.96, and the p- value is 0.12, more than 0.05 ($\alpha = 0.05$). This means that the hypotheses are rejected or, in other words, there is no significant effect of Organizational Commitment to Performance through OCB.

Discussion

Happiness is about how a person experiences and evaluates their life. Given that most of the time for some people is spent on Work, understanding the role of Work and the workplace is crucial because that understanding can help create happiness for individuals and societies globally. Therefore, the greater the employee's happiness at Work, the better the Performance. The findings on this case are supported by previous research by (Sumakud & Trang, 2021), which stated that happiness at Work affects the Performance of employees declared acceptable or proven, which means that any increase in Happiness at Work will affect an increase in employee performance.

Organizational Commitment is an attitude that reflects the extent to which an individual knows and attached to the organization (Griffin et al., 2010). These findings are reinforced by previous research that states that employees have a high degree of organizational Commitment, when they have confidence and are able to accept goals and judge the organization, have a desire to strive towards achieving the goals of the company, and have a strong desire for survival as a part of the organization. This means that the higher a person's Commitment to the organization then affects the improvement in Performance. (Andriyani et al., 2020).

The third hypothesis shows that Happiness at Work significantly influences OCB. This means that the greater the Happiness at Work, the greater the OCB. This study is supported by previous studies that indicate a very significant influence between Happiness at Work on OCB by controlling the balance of working life. Happiness at Work is one of these positive effects. (Pratama et al., 2022; Jex & Britt, 2014). An officer who feels happy at Work will contribute more to his job and to his organization. (Pratama et al., 2022; Pryce-Jones, 2010).

Then, on the fourth hypothesis, the result shows OC had a positive and significant influence on OCB. This significant result was due to employees feeling to be part of the family of the organization, employees appreciating and making the best use of job opportunities for their survival, and employees believing that their contributions and potential within the organization are worthy of consideration. This study's results align with research conducted by (Wibawa & Mahardika, 2019) that OC a positive and significant impact toward OCB. High-commitment employees are more likely to speak positively about their organization and avoid complaining about their Work. In addition, the employee volunteered to help with orientation and disseminate information to other individuals in need. (Pratama et al., 2022; Rini et al., 2013; Ratnaningsih, 2013).

Based on the fifth hypothesis, the result shows that the OCB positively and significantly impacts Employee Performance. The concept of OCB is always to teach to care and help each other to achieve the organization's goals. That means that every employee who has an OCB is an individual who is committed to doing the job so that the Performance achieved will be maximum. Based on the research results, the sixth hypothesis suggests that OCB does not mediate between Happiness at Work and Officer performance. Unfortunately, few researchers have studied the influence of Happiness at Work and performance mediated by OCBs. However, a previous study (Yasa et al., 2021) stated a direct relationship between happiness in the workplace and employee performance, and another study (2020) found a direct relationship between OCB and staff performance.

On the seventh hypothesis, the result showed that OCB behavior did not mediate between Organizational Commitment and Staff Performance. The staff's Commitment to the organization in the workplace becomes the organization's demands on its members. Organizational Commitment is an essential dimension of behavior that can be used to assess an employee's tendency to survive as an organization member. Employees with high organizational Commitment have differences in attitude from respondents with low Commitment. High-Commitment makes individuals aware about the fate of the organization and strives to make the organization in a better way.

4. CONCLUSION

This research was conducted at the Civil Registry Service Office, West Kalimantan with a total of 200 employee respondents using SEM and the AMOS analysis method. Recent studies report that happy employees are more engaged in job roles while enjoying higher satisfaction. According to the American Psychological Association (2014), recruiters recommend the importance of making employees happy, and recruits are increasingly intensifying their efforts for the happiness of their workers. Among practitioners and academics, their primary concern is employee involvement because employees have a greater level of motivation, show more engagement in their Work and organizations, and show greater productivity and willingness to exceed expectations in helping their organization survive and grow.

REFERENCES

- [1] W. Al-Ali, A. Ameen, O. Isaac, G. S. A. Khalifa, and A. H. Shibami, "The mediating effect of job happiness on the relationship between job satisfaction and employee performance and turnover intentions: A case study on the oil and gas industry in the United Arab Emirates," *J. Bus. Retail Manag. Res.*, vol. 13, no. 04, 2019, doi: 10.24052/jbrmr/v13is04/art-09.
- [2] A. J. Tate, "The influence of organizational commitment on employee performance," no. February, 2020.
- [3] A. H. Rizqi and I. N. Qamari, "Work-Life Balance on Employee Performance Through," *J. Manag. Islam. Financ.*, vol. 2, no. 2, pp. 153–170, 2022.
- [4] V. Anisya, "The Effect of Motivation on Employee Performance through Organizational Culture," *J. Econ. Financ. Manag. Stud.*, vol. 04, no. 07, pp. 995–1002, 2021, doi: 10.47191/jefms/v4-i7-16.
- [5] A. D. Diamantidis and P. Chatzoglou, "Factors affecting employee performance: an empirical approach," *Int. J. Product. Perform. Manag.*, vol. 68, no. 1, pp. 171–193, Jan. 2019, doi: 10.1108/IJPPM-01-2018-0012.
- [6] J. M. Peiró, M. Kozusznik, I. R. Molina, and N. Tordera, "The happy-productive worker model and beyond: Patterns of wellbeing and performance atwork," *Int. J. Environ. Res. Public Health*, vol. 16, no. 3, 2019, doi: 10.3390/ijerph16030479.
- [7] J. Pryce-Jones and J. Lindsay, "What happiness at work is and how to use it," *Ind. Commer. Train.*, vol. 46, no. 3, pp. 130–134, 2014, doi: 10.1108/ICT-10-2013-0072.
- [8] Agustien dan Soeling, "Pengaruh organizational commitment, happiness at work, dan motivasi kerja terhadap kinerja pegawai di BKKBN," *J. Ilmu Adm. Publik*, vol. 8, no. 2, 2020.
- [9] I. Daud and N. Afifah, "Pengaruh Gaya Kepemimpinan Transformasional dan Komitmen Organisasional terhadap Prestasi Kerja Pegawai pada PDAM Tirta Khatulistiwa Pontianak," *J. Ekon. Bisnis dan Kewirausahaan*, vol. 8, p. 18, Apr. 2019, doi: 10.26418/jebik.v8i1.26900.
- [10] K. adnan Bataineh, "Impact of Work-Life Balance, Happiness at Work, on Employee Performance," *Int. Bus. Res.*, vol. 12, no. 2, p. 99, 2019, doi: 10.5539/ibr.v12n2p99.
- [11] A. S. Semedo, A. Coelho, and N. Ribeiro, "Authentic leadership, happiness at work and affective commitment," *Eur. Bus. Rev.*, vol. 31, no. 3, pp. 337–351, Jan. 2019, doi: 10.1108/EBR-01-2018-0034.
- [12] S. A. El-Sharkawy, M. S. Nafea, and E. E.-D. H. Hassan, "HRM and organizational learning in knowledge economy: investigating the impact of happiness at work (HAW) on organizational learning capability (OLC)," *Futur. Bus. J.*, vol. 9, no. 1, 2023, doi: 10.1186/s43093-023-00188-2.
- [13] G. Gulyani and T. Sharma, "Total rewards components and work happiness in new ventures," *Evidence-based HRM a Glob. Forum Empir. Scholarsh.*, vol. 6, no. 3, pp. 255–271, Jan. 2018, doi: 10.1108/EBHRM-12-2017-0063.
- [14] C. O. Guzeller and N. Celiker, "Examining the relationship between organizational commitment and

The Effect Of Happiness At Work And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior As Intervening Variable. Putri Hermania, et.al

- turnover intention via a meta-analysis," *Int. J. Cult. Tour. Hosp. Res.*, vol. 14, no. 1, pp. 102–120, Jan. 2020, doi: 10.1108/IJCTHR-05-2019-0094.
- [15] Suharto, Suyanto, and N. Hendri, "The impact of organizational commitment on job performance," *Int. J. Econ. Bus. Adm.*, vol. 7, no. 2, pp. 189–206, 2019, doi: 10.35808/ijeba/227.
- [16] Verawati and Helwen Heri, "Dukungan Sosial di Tempat Kerja dan Organizational Citizenship Behavior (OCB): Peran Mediasi Kebahagiaan di Tempat Kerja," *J. Komunitas Sains Manaj.*, vol. 1, no. 1, pp. 83–91, 2022, doi: 10.55356/jksm.v1i1.20.
- [17] D. Organ, P. Podsakoff, and S. MacKenzie, *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. 2006. doi: 10.4135/9781452231082.
- [18] E. Suswati, I. Alhasani, and G. B. Wahyono, "Pengaruh Kompetensi dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Organizational Citizenship Behaviour (OCB) sebagai Mediasi," *J. Sos. Teknol.*, vol. 1, no. 9, pp. 106–120, 2021, doi: 10.59188/journalsostech.v1i9.206.
- [19] S. Y. Sidabalok and A. Sayekti, "Pengaruh Kebahagiaan dan Manajemen Stres terhadap Kinerja Perawat Rawat Inap (Studi Kasus di RSUD dr . Djasamen Saragih Pematangsiantar , Sumatera Utara) The Effect of Happiness and Stress Management on Inpatient Nurse Performance (Case study : RSUD dr," *Socia J. Ilmu-ilmu Sos.*, vol. 17, no. 1, pp. 57–70, 2020.
- [20] F. Novri, "The Influence of Organizational Commitment on Performance," *Bus. Invest. Rev.*, vol. 1, no. 2, pp. 34–45, 2023, doi: 10.61292/birev.v1i2.5.
- [21] Amalia Yunia Rahmawati, "濟無No Title No Title No Title," no. July, pp. 1–23, 2020.
- [22] C. Nisfu, "Pengaruh Motivasi Kerja ..., Cahya Nifsu Lailussabil, Fakultas Ekonomi dan Bisnis UMP, 2022," *Cahaya Nifsu*, no. 1991, pp. 9–34, 2021.