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The Effect of Happiness at Work on Organizational Citizenship Behavior Through Work Engagement as an Intervening Variable in Employees at the General Election Supervisory Agency (Bawaslu) of NTB Province



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ABSTRACT: This research aims to empirically test happiness at work on organizational citizenship behavior through work engagement in the context of public agencies. This research is a quantitative study with a sample size of 50 employees. The analysis technique used in this research is structural equation modeling partial least square (SEM-PLS 4.0). The results showed that happiness at work has a positive and significant effect on organizational citizenship behavior, happiness at work has a positive and significant effect on work engagement, work engagement has a positive and significant effect on organizational citizenship behavior, work engagement is able to mediate the influence between happiness at work on organizational citizenship behavior.

KEYWORDS: Happiness at work, organizational citizenship behavior, work engagement.

I. INTRODUCTION

Every organization certainly has a vision and mission to be achieved. One of the organizational assets that play an important role in achieving the goals is human resources (HR) (Bangun, 2012). HR whose performance is measurable and whose goals are in line with the organization's standards will certainly be a valuable asset. Moreover, such an attitude must be built and maintained so that the performance of each individual remains optimal. Happy employees not only contribute to individual performance and productivity, but also create a positive and collaborative work environment.

People play an important role in the functioning of an organization. One form of human behavior in organizations is prosocial behavior directed towards co-workers or the organization itself, known as Organizational Citizenship Behavior (OCB) (Muliku et all, 2023). According to Robbins & Judge (2018), in their book Organizational Behavior, they define OCB as preferred behavior that is not part of an employee's formal job duties, but supports the effective functioning of the organization. Organizational citizenship behavior (OCB) refers to behaviors of value to the organization that cannot be imposed by formal role responsibilities or contractual reimbursement guarantees, including impersonal OCB aimed at the organization in general and altruistic OCB, namely helping specific people in the organization (Organ, 1998).

Jex & Britt (2008) argue that there are three factors that can influence OCB, namely positive affect, disposition, and cognitive appraisal. A commonly known form of positive affect is the feeling of happiness. Happiness felt by employees can contribute to an increase in organizational citizenship behavior (OCB), which is the behavior of employees who go beyond their obligations and contribute positively to the work environment. According to Seligman (2011), happiness at work not only has a positive effect on individuals, but also on overall organizational performance.

Employees who have OCBs certainly contribute more than the organization expects. This contribution can be seen from the employee's high work engagement. Work engagement is one of the factors that influence OCB in employees so that these employees can help other employees outside their role for the progress of the organization. This opinion is consistent with the research conducted by Wirawan (in Fadhilah, 2014) that the factors that influence OCB include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational and servant leadership, employee social responsibility, employee age, work engagement, collectivism, and organizational justice. Work engagement leads to higher work effort. Employees with high levels of work engagement will be more willing to take a role in their work by showing positive

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organizational citizenship behavior, employees who feel happy at work tend to be more engaged, which in turn encourages them to show better voluntary behavior.

During the internship in Bawaslu West Nusa Tenggara Province, the researcher observed work dynamics that reflected Organizational Citizenship Behavior (OCB), where employees took positive actions beyond their formal obligations, such as helping colleagues to complete tasks even though it was not their direct responsibility, and making suggestions to improve work efficiency. Bawaslu NTB employees also show happiness at work, as evidenced by their enthusiasm and motivation to contribute to the organization, especially in handling complex election disputes where they are able to work with various related parties. The phenomenon of work engagement is also evident, where employees are physically, cognitively, and affectively connected to their work, even preferring to perform tasks away from their desks. Although OCB and happiness at work have been widely studied, the interaction between the two as mediated by work engagement, especially in the context of public agencies such as Bawaslu, still needs further understanding.

Based on the background of the problem, research gaps, and phenomena described, researchers are interested in further research on happiness at work, organizational citizenship behavior, and work engagement so that the title "The influence of happiness at work on organizational citizenship behavior through work engagement as an intervening variable in employees of the NTB Provincial Election Supervisory Agency."

II. LITERATURE REVIEW

The Effect of Happiness at Work on Organizational Citizenship Behaviour

Jex & Britt (2008) argue that there are three factors that can influence OCB, namely positive affect, disposition, and cognitive appraisal. A commonly known form of positive affect is happiness. According to Syarifi (in Laily and Nurmayanti, 2024), happiness at work is a feeling of wanting to do the job well so that it can help employees increase their work productivity. Pryce-Jones (in Ali and Nurmayanti, 2020) also argues that happiness at work is a positive feeling that individuals have at every work time because these individuals know, manage and influence their work world to maximize performance and provide satisfaction for themselves. Research conducted by Bestari and Prasetyo (2019), Prakoso & Listiara (2017), Pratama et all (2022), Tumbol (2022) in their research found that there is a positive and significant influence between happiness at work and organizational citizenship behavior. Based on the statement of the theory and previous research, the hypothesis is formulated.

H1: Happiness at work has a positive and significant effect on Organizational Citizenship Behavior.

The Effect of Happiness at Work on Work Engagement

According to Hermanto & Srimulyani (2022), work engagement is a psychological aspect that refers to mental rather than physical involvement. This means that even if an employee is still working in a certain position, it does not necessarily indicate their interest or commitment to work. Employees who feel burdened or negative about their jobs tend to have low levels of engagement. Therefore, companies need to provide facilities that support employees' well-being so that they are more engaged at work. One of the factors that can influence work engagement is happiness at work. According to Seligman (in Rahmi, 2018), the more positive emotions a person feels, the more open they are to new ideas, which in turn can increase creativity and productivity and improve relationships between individuals. In other words, high levels of happiness increase work engagement, while low levels of happiness decrease work engagement (Chinanti & Siswati, 2020). Research by Shelke and Sheikh (2023) and Wiguna (2024) shows that happiness at work has a positive and significant effect on work engagement. Based on the statement of the theory and previous research, the hypothesis is formulated.H2: Happiness at work has a positive and significant effect on work engagement of employees at the Election Supervisory Agency (BAWASLU) of NTB Province.

The Effect of Work Engagement on Organizational Citizenship Behaviour

Schaufeli et al (2010) define work engagement as a positive state of motivation and self-actualization of employees in their work, which is characterized by enthusiasm, commitment and absorption. According to Hewitt's research (Schaufeli, 2010) employees who have high work engagement will show behaviors such as say, which is talking positively about the organization where they work to colleagues and customers, stay, which is more willing to become a member of the organization where they work compared to the opportunity to work in other organizations, and strive, which is giving more time, energy, and initiative to be able to contribute to the achievement of the organization. Of the three behaviors shown by the employee will encourage the emergence of OCB behavior in employees. Several previous studies have stated that there is a significant positive relationship between work involvement and organizational citizenship behavior Saks (in Ariani,2014), This is also evidenced in the study of Ziyad (2015), which shows that job satisfaction, work involvement, and personality have a significant effect on OCB. Although the variable that has the greatest effect on OCB is job satisfaction, research conducted by Handayani. (2017), Kurniawati (2018), in

their research conveyed that work involvement has a significant effect on organizational citizenship behavior. Based on the statement of the theory and previous research, a hypothesis is formulated. H3: Work engagement has a positive and significant effect on organizational citizenship behavior.

The Effect of Happiness at Work on Organizational Citizenship Behaviour Through Work Engagement

Employees with high levels of work engagement will be more willing to take a role in their work by showing positive Organizational Citizenship Behaviour, Employees who feel happy at work tend to be more engaged, which in turn encourages them to show better voluntary behavior. In the research of (Riyanto dan Helmy 2020) examined the effect of happiness at work on Organizational Citizenship Behavior (OCB), with Work engagement as a mediating variable. This study shows that work happiness has a positive effect on OCB, and work engagement mediates this relationship. Based on the statement of theory and previous research, the hypothesis is formulated. H4: Work engagement mediates the significant effect of Happiness at Work on Organizational Citizenship Behaviour.

III. RESEARCH METHODOLOGY

This research used an associative method with a quantitative approach. According to Sugiyono (2019) associative research is a formulation of research problems that asks about the relationship between two or more variables. Population is a generalized place that includes objects / topics that have positive properties and characteristics that are decided with the determination of researchers to study and then draw conclusions (Sugiyono, 2017). The population involved in this study were all employees who worked at the NTB Provincial General Election Supervisory Agency as many as 50 employees. Data collection techniques in this study were interviews with employees of the NTB Provincial General Election Supervisory Agency, then a questionnaire conducted by distributing questionnaires which were then filled in by employees of the NTB Provincial General Election Supervisory Agency, and documentation is a method used to obtain data and information in the form of books, archives, documents, written figures and images in the form of reports and information that can support research (Sugiyono, 2017).

Respondent

Table 1. Respondent distribution by gender, latest education and age

Respondent profile		Total (person)	Percentage
Gender	Male	33	66%
	Female	17	34%
Last Education	Senior High School	16	32%
	Associates's Degree 1	1	2%
	Associates's Degree 3	5	10%
	Bachelor's	21	42%
	Magister	7	14%
Age	>25	4	8%
	25-30	12	24%
	31-40	25	50%
	41-50	9	18%
Number of Samples		50	100%

Source: primary data processed 2024

According to the data in Table 1, there were 50 respondents involved in this research, the majority of whom were male (66%), namely 33 people, while the number of female respondents was 17 people (34%). The presence of more male staff in Bawaslu NTB province is believed to be related to the assertiveness and analytical skills needed to supervise the elections in an honest and fair manner. The age section shows that most of the respondents are between 31-40 years old, which is a productive age range that allows human resources to work and develop optimally. The last education section shows that most of the respondents (42%) had the last education Bachelor's, followed by Senior High School (32%) and Magister (14%). The dominance of higher education is relevant to Bawaslu's role in election supervision, which requires workers with appropriate educational backgrounds, such as law and supervision, as well as analytical skills and understanding of regulations, which are important in carrying out tasks at the agency.

Measurement Scale

In this research, the variable measurement of Happiness at Work (X) Organizational Citizenship Behaviour (Y) and Work engagement variable (Z) was carried out using a 5-category Likert scale. According to Sugiyono (2017) the Likert scale is used to measure a person's attitudes, opinions, and perceptions about social phenomena. In this study, social phenomena have been specifically determined by researchers, which are referred to as research variables. The scoring system is as follows:

- 1. Strongly Agree (SS)= 5
- 2. Agree (S) = 4
- 3. Neutral (KS) = 3
- 4. Disagree (TS) = 2
- 5. Strongly Disagree (STS) = 1

Interval Calculation

Using the interval formula:

Interval =
$$\frac{Higheest\ Score - Lowest\ Score}{Number\ of\ Classes} = \frac{5-1}{5} = 0.8$$

This results in classification categories:

4.21 – 5.00 : Very High
3.41 – 4.20 : High

3. 2.61 – 3.40 : Moderately High

4. 1.81 – 2.60 : Low 5. ≤ 1.80 : Very Low

Data Analysis.

Partial Least Square

Partial Least Square (PLS) approach was used for data analysis in this study. According to Jogiyanto and Abdillah (2009), PLS can be used for variant-based structural equation modeling (SEM) analysis, which can simultaneously test the measurement model and test the structural model. The measurement model is used for validity and reliability testing, while the structural model is used for causality testing (hypothesis testing with prediction models). The purpose of PLS is to predict whether there is an effect of variable X on Y and to explain the theoretical relationship between the two variables. PLS is a regression method that can be used to identify factors from a combination of X variables as explanatory variables and Y variables as response variables.

Outer Model

This research uses 3 latent variables, namely (X) Happiness at Work, (Y) Organizational Citizenship Behavior, and (Z) Work Engagement, which will be tested with:

- 1. Convergent validity tests, the validity of indicators as construct measures. In PLS, this is assessed on the basis of loading factor values. An indicator is considered valid if its external loading is > 0.5. A higher loading factor indicates a stronger influence of the indicator on the variable.
- 2. Discriminant Validity, The discriminant validity test uses the cross-loading value with the conclusion that if the cross-loading value of each indicator of the variable in question is greater than the cross-loading value of other latent variables, it can be said to be valid. If the cross-loading value of each indicator has a value greater than the cross-loading value of other latent variables with a value > 0.7, it can be said to be valid (Ghozali & Latan 2015).
- 3. Composite Reliability, The calculation of the composite reliability value is done by looking at the composite reliability value of the indicators that measure the variable value. The composite reliability value is good if the reliability value is 0.6 0.7 (Ghozali & Latan 2015).
- 4. Cronbach's Alpha, Reliability is further confirmed using Cronbach's Alpha, where a value > 0.7 indicates strong reliability for all constructs.

IV. RESULTS AND DISCUSSION

RESULTS

Structural Equation Modelling (SEM) Analysis with Partial Least Square (PLS)

The PLS-SEM model testing aims to predict and develop theories. Additionally, PLS is used to confirm theories regarding the relationships between variables that already have a strong theoretical foundation (theoretical testing).

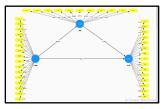


Figure 1. Result of SEM-PLS

Data analysis using the PLS-based SEM method involves two stages in assessing the model fit of a research model: outer model and inner model.

- 1. The outer model (measurement model) in this study is reflective, meaning each variable must explain its respective indicators.
- 2. The inner model (structural model) represents the relationships between latent variables.

Convergent Validity Test

In Partial Least Squares (PLS), convergent validity for reflective indicators is assessed based on the loading factor (the correlation between item/component scores and construct scores) of the indicators measuring the construct. The loading factor represents the correlation between the score of a question item and the indicator score of the construct being measured. Convergent validity is considered valid if the outer loading value exceeds 0.70 (Wiyono, 2011). If an indicator has an outer loading value below 0.70, modifications should be made (Ghozali, 2011).

Discriminant Validity

Discriminant validity is assessed by examining the cross-loading values in the construct measurement. The cross-loading values indicate the degree of correlation between each construct and its indicators, as well as with indicators from other construct blocks. A measurement model is considered to have good discriminant validity if the correlation between a construct and its indicators is higher than the correlation with indicators from other construct blocks.

Composite Reliability

Reliability testing can be assessed using Composite Reliability and Cronbach's Alpha values. A construct is considered reliable if its Cronbach's Alpha value is greater than 0.6 and its Composite Reliability value exceeds 0.7. Below are the test results for Composite Reliability and Cronbach's Alpha.

Table 2. Composite Realibility Value

Construct	Croanbach Alpha	Composite Reliability	Value
Happiness at Work	0.972	0.974	Reliable
Organizational Citizenship Behaviour	0.968	0.969	Reliable
Work Engagement	0.954	0.955	Reliable

Source: primary data processed 2024

Based on table 2, it can be seen that the composite reliability value for all constructs is > 0.7 and the Cronbach's alpha value for all constructs is > 0.6. So it can be said that the constructs in this study have good reliability.

R-Square Test

Table 3. R-Square Value

Construct		R-Square
Organizational	Citizenship	0.916
Behaviour		
Work Engagement		0.928

Source: primary data processed 2024

Based on table 3 shows the R-square value for Organizational Citizenship Behaviour of 0.916 which can be interpreted that employee Organizational Citizenship Behaviour can be explained by the construct variables of Happiness at Work and Work engagement by 91.6% while the remaining 8.4% is explained by variables outside the study. As for the Work engagement variable,

the R-square value is 0.928, which can be interpreted that Work engagement can be explained by Happiness at Work by 92.8% while the remaining 7.20% is explained by variables other than those studied.

Hypothesis Testing

In testing the hypothesis, this study uses several criteria that must be met, namely original sample, t-statistics, and p-values. The original sample value is used to determine the direction of the hypothesis test—if the original sample shows a positive value, the direction is positive, and if it is negative, the direction is negative.

Meanwhile, t-statistics are used to indicate significance. To test using t-statistics, it must first be determined whether the hypothesis has a specific direction or not. In this study, the p-value threshold for a hypothesis to be accepted is less than 5% (or < 0.05). For a hypothesis to be considered accepted, all three criteria must be met. If one or more of these criteria are not fulfilled, the alternative hypothesis (Ha) is rejected.

Table 4. Direct Effect

	Sample(O)	Т	T Statistic	P-Values	Н	Val
		table	(O/STDEV)			
Happiness at Work (X) \rightarrow OCB (Y)	0.613	1.64	4.580	0.000	1	Accepted
Happiness at Work (X)→ Work Engagement	0.963	1.64	127.497	0.000	2	Accepted
Work engagement (Z)→ OCB	0.353	1.64	2.601	0.005	3	Accepted

Source: primary data processed 2024

Based on the overall effect table above, the test results for each hypothesis are as follows:

- 1. According on the table above, the original sample value is positive, which is 0.613, which means that the direction of this test is in accordance with the proposed hypothesis. Then the t-statistic value is 4.580 or> 1.64, with p-values of 0.000 or <0.05. The three criteria have been met, so it can be concluded that H1 is accepted, it can be said that happiness at work has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that if the employee's happiness at work is high, the employee's Organizational Citizenship Behavior (OCB) will also be high, and vice versa, if the employee's happiness at work is low, the employee's OCB will also be low.
- 2. According to the table above, the original sample value is positive, which is 0.963, which means that the direction of this test is in accordance with the proposed hypothesis. Then the t-statistic value is 127.497 or> 1.64, with a p-value of 0.000 or <0.05. The three criteria have been met, so it can be concluded that H2 is accepted, it can be said that happiness at work has a positive and significant effect on work engagement. This means that if the employee's happiness at work is high, the employee's work engagement is also high, and vice versa, if the employee's happiness at work is low, the employee's work engagement is also low.
- 3. According to the above table, the original sample value is positive, which is 0.353, which means that the direction of this test is in accordance with the proposed hypothesis. Then the t-statistic value is 2.601 or> 1.64, with a p-value of 0.005 or <0.05. The three criteria have been met, so it can be concluded that H3 is accepted, so it can be said that work engagement has a positive and significant effect on OCB. This means that when employees' work engagement is high, employees' OCB is also high, and vice versa, when work engagement is low, employees' OCB is also low

Table 5. Indirect Effect

	Sample	T tabel	T Statistik	P-Values	Н	val
			(O/STDEV)			
Happiness at Work (X) →	0.340	1.64	2.582	0.005	4	Accepted
Work Engagement(Z)→						
OCB (Y)						

Source: primary data processed 2024

4. According from the table above shows that the original sample value is positive, which is 0.340, meaning that the direction of this test is in accordance with the proposed hypothesis. Then the t-statistics value is 2.582 or> 1.64, and the p-values

show a value of 0.005 or <0.05. All three criteria have been met, so it can be concluded that H4 is accepted, it can be said that Work engagement is able to mediate the significant positive effect of Happiness at Work on employee Organizational Citizenship Behaviour.

DISCUSSION

The Effect of Happiness at Work on Organizational Citizenship Behaviour at General Election Supervisory Agency (BAWASLU) of NTB Province.

The results of PLS-SEM analysis show that Happiness at Work has a significant positive effect on Organizational Citizenship Behaviour. This means that if the higher the level of Happiness at Work felt by employees, the higher the Organizational Citizenship Behaviour of employees of the NTB Provincial Election Supervisory Agency. According to Januwarsono (2015) happiness at work is a situation where individuals can enjoy their work followed by a sense of pleasure, so that they can complete their work well in any situation. According to Pryces and Jones (2010) happiness at work is an individual who has positive feelings at all times, because individuals who know, manage and influence their world of work so as to maximize performance and provide satisfaction at work. The General Election Supervisory Agency (BAWASLU) of NTB Province has been able to provide and create good Happiness at Work conditions because based on its practice from the high level of Happiness at Work that is felt, it can have an influence on Organizational Citizenship Behaviour achieved by employees of the General Election Supervisory Agency (BAWASLU) of NTB Province. Based on employee assessments, it can be seen based on practice that Organizational Citizenship Behaviour indicators such as Altruism (Care), Civic Virtue (Virtue), Conscientiousness (Compliance), Courtesy (Politeness), Sportsmanship (Sportsmanship). The achievement of the five indicators of Organizational Citizenship Behavior shows that Happiness at Work affects the Organizational Citizenship Behavior of employees of the General Election Supervisory Agency (BAWASLU) of NTB Province. The results of this study support the results of research from Bestari and Prasetyo (2019), Kushartantry (2019), Bestari (2019), Tumbol, et all (2022) showing that there is a positive and significant effect of Happiness at Work on Organizational Citizenship Behavior. With the relationship between theories and also looking at the results of previous studies, the results of this study confirm that Happiness at Work has a significant positive effect on Organizational Citizenship Behaviour of employees of the General Election Supervisory Agency (BAWASLU) of NTB Province.

The Effect of Happiness at Work on Work Engagement at General Election Supervisory Agency (BAWASLU) of NTB Province.

The results of PLS-SEM analysis show that Happiness at Work has a significant positive effect on Work Engagement. This means that if the higher the level of Happiness at Work felt by employees, the higher the Work engagement of employees of the NTB Provincial Election Supervisory Agency. Citing the theory of Seligmen (in Rahmi, 2018) The more positive emotions a person feels, the more open their minds are to new ideas and the more ready they are to adopt and implement these ideas, which can increase creativity in carrying out their activities, and provide opportunities to create better relationships and show greater productivity. The NTB Provincial Election Supervisory Agency has succeeded in creating a happy work environment, which has led to an increase in employee engagement. The high level of Happiness at Work has a major effect on their job satisfaction, which is reflected in high dedication and commitment to work. The results of this study are in line with research conducted by Shelke and Sheikh, (2023), Wlguna, & Widarnandana (2024), in their research found the results that Happiness at Work has a positive and significant effect on work engagement. With the relationship between theory and also the results of previous research, the results of this study confirm that Happiness at Work has a significant positive effect on Work engagement of employees of the NTB Provincial Election Supervisory Board.

The Effect of Work Engagement on Organizational Citizenship Behaviour at General Election Supervisory Agency (BAWASLU) of NTB Province.

The results of PLS-SEM analysis show that Work Engagement has a significant positive effect on Organizational Citizenship Behaviour. This means that if the higher the level of Work Engagement felt by employees, the higher the Organizational Citizenship Behaviour of employees of the NTB Provincial Election Supervisory Agency. Citing the theory of Schaufeli et al. (2002) Work engagement is a positive motivational state and the existence of employee self-fulfillment in their work which is characterized by vigor, dedication, and absorption. With these three indicators, Bawaslu NTB Province has succeeded in creating a high level of work engagement among its employees. Employees' vigor, dedication, and absorption have a big influence on their Organizational Citizenship Behaviour. Employees who are highly engaged in their work not only focus on the main tasks, but also behave more positively and support the creation of a harmonious and productive work atmosphere. Therefore, work engagement has a significant positive influence on organizational citizenship behavior, which ultimately contributes to overall organizational

performance. The results of this study are in line with research conducted by Ziyad (2015) which shows that job satisfaction, work engagement, and personality have a significant effect on OCB.

The Effect of Happiness at Work on Organizational Citizenship Behaviour Through Work Engagement at General Election Supervisory Agency (BAWASLU) of NTB Province.

The results of the PLS-SEM analysis show that Work engagement mediates the effect of Happiness at Work on Organizational Citizenship Behaviour of employees at the NTB Provincial Election Supervisory Agency. Quoting from the theory presented by Diener & Diener (2008), there are six indicators of Happiness at Work, namely employees who enjoy their work, employees who are motivated by a sense of wanting to contribute to the organization, employees who recommend their work, employees who think about work even when not at work hours, employees who do work because they get rewards from within themselves, and employees who work hard because they find that the work they do has rewards. From these indicators, it shows that the NTB Provincial Election Supervisory Agency has been able to provide and create conditions for Happiness in a good workplace because based on practice from the high level of Happiness at work that is felt, it can have an influence on the performance achieved by employees of the NTB Provincial Election Supervisory Agency. The results of this study support the results of research from Bestari and Prasetyo (2019), Prakoso & Listiara (2017), Pratama, Sari and Widiana (2022), Tumbol, J. N. (2022) in their research there are results that there is a positive and significant influence between Happiness at Work and organizational citizenship behavior.

CONCLUSIONS AND SUGGESTION

Based on the results of research and data analysis, it can be concluded that this study provides evidence that:

Happiness at Work has a significant positive effect on Organizational Citizenship Behavior. Happiness at Work has a significant positive effect on Work Engagement. Work engagement has a significant positive effect on Organizational Citizenship Behavior. Work engagement is able to mediate the effect of Happiness at Work on Organizational Citizenship Behavior. For future research, it is recommended that researchers examine more deeply this variable and consider adding other variables that can affect employee Organizational Citizenship Behaviour, to be combined with existing variables. In addition, future research can also consider the use of other mediating variables, considering that there are still many variables that have the potential to affect Work engagement or employee OCB. Future research is also recommended to take research objects with a wider scope, with the aim of obtaining more comprehensive results and taking into account the time of distributing questionnaires and vulnerable to taking questionnaires, so that respondents are maximized and have more time to fill out questionnaires.

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