

Impact of happiness at work and organizational culture on employee performance: Job satisfaction as mediation

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ABSTRACT

This study examines the relationship between happiness at work and organizational culture of employee performance at the Pontianak City Regional Finance and Assets Agency (BKAD), with job satisfaction as a mediating variable. The quantitative technique used in this study was a census (saturated sample). surveyed everyone who worked at BKAD (Pontianak City Regional Finance and Assets Agency) in West Kalimantan. Data were analyzed using structural equation modeling (SEM) with SMART PLS 4.0 statistical software after 53 people were surveyed using a questionnaire. There is a statistically significant relationship between happiness at work and job satisfaction and performance, according to the findings of this study. Performance was not affected by organizational culture, but job satisfaction was. Furthermore, research has shown that happiness at work has a significant impact on employee performance. The significance of job satisfaction in improving employee performance is demonstrated by the fact that it mediates the relationship between happiness at work, organizational culture and performance.

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1. Introduction

When it comes to digital transformation, innovation and sustainability initiatives, human resources (HR) will be crucial in the future. The success of a company that generates profits consistently depends on how well its human resources department performs. Effective HR enables a company to achieve its goals and increase its value. Companies utilize production components, including human resources, by allocating resources to staff training and essential infrastructure. Enhancing and developing human resources is aimed at achieving optimal employee performance, ensuring the company operates effectively. This applies not only to improving skills but also to addressing challenges encountered within the organization (Walad et al., 2022). To adapt to ever-changing environmental dynamics, organizations must formulate strategies that enhance individual performance while fostering workplace happiness and cultivating a positive organizational culture.

The World Bank (2023) reports that over 70% of developing nations have embraced digital financial management systems. However, in Indonesia, data from the Ministry of Home Affairs (2023) indicates that only 45% of local governments have effectively adopted an integrated financial management system. One of the public organizations facing this challenge is the Regional Finance and Asset Agency, which is required to improve performance in order to achieve efficiency and effectiveness of public services. (Aris et al., 2021). In the government sector, the Regional Finance and Assets Agency (BKAD) has an important role in supporting the implementation of government functions which include authority in the regional scope as well as various tasks related to managing government assets and finances based on predetermined guidelines.

Thus, the demand to provide optimal public services is increasing, so employee performance is considered crucial in maintaining the efficiency and quality of services provided. (Gobel et al., 2023).

As faced by employees at the Regional Finance and Assets Agency of Pontianak City, West Kalimantan as a government institution tasked with overseeing financial and regional management, which is required to provide effective and efficient services with an organizational culture that is sometimes not conducive to increasing employee satisfaction and happiness causing employees to work overtime and feel stressed especially with regard to their work and responsibilities. The effects of overtime can be seen in the lack of obligations performed, resulting in unhappy employees performing these tasks, which can have an impact on their performance.

Many studies have developed the relationship between happiness at work, organizational culture, job satisfaction and performance, but the findings of these researchers vary. A person's level of job satisfaction is positively correlated with their level of happiness at work, according to research by Butt et al. (2020). Reidhead (2020) found empirical evidence in the field of organizational culture that job satisfaction is positively influenced by organizational culture. However, other research by Paais & Pattiruhu (2020) found the opposite: that organizational culture has a negative effect on job satisfaction. Happiness at work has a positive impact on performance, according to research by Hermania et al. (2023) Nonetheless, this contradicts the research findings by Shi et al. (2023) who found that employee performance is negatively affected by happiness at work. Organizational culture has a positive influence on employee performance, according to research by Katagame (2024) However, this contradicts the findings of Pasaribu & Arfusau (2023) who found that organizational culture is negative to performance. Hendri (2021) also found that when workers are happy with their jobs, they become more productive. On the other hand, this contradicts the findings of Fauziek & Yanuar (2024) who found that employees' job satisfaction levels actually reduce their productivity at work. As in the study, job happiness mediates the relationship between variables by explaining or strengthening them. (Agustien & Soeling, 2020; Nurhasanah et al., 2022; Raharja & Wijono, 2021; Syarifi et al., 2019). Research previously showed contradictory results regarding the effect of organisational culture on job satisfaction and employee performance conducted by Paais & Pattiruhu (2020) stating that organisational culture has a negative impact on job satisfaction, while Reidhead (2020) found the opposite result, namely a positive relationship between the two. In addition, research by Shi et al. (2023) shows that happiness at work can reduce employee performance, while Hermania et al. (2023) and Hendri (2021) reported that work happiness has a positive effect on performance. These discrepancies suggest a need for further research to investigate the factors that influence such varied results.

This study stands out from previous research by examining the interplay between happiness at work, organizational culture, and job satisfaction as a mediating factor—an area that has not been extensively explored. In this research, happiness at work is emphasized as a factor influencing employee performance, organizational culture is analyzed with a focus on its impact on work, and job satisfaction acts as a bridge between the independent and dependent variables. Each variable—happiness at work, organizational culture, and job satisfaction—is evaluated individually using distinct measurement criteria. A strong organizational culture is shown to foster happiness at work, which in turn enhances job satisfaction and positively impacts performance outcomes Ripoll et al. (2024). Therefore, the authors aim to explore how happiness at work, stemming from overtime work to provide services, influences performance in terms of effectiveness and efficiency. Happiness at work, organizational culture, and job satisfaction were chosen because they play a significant role in improving employee performance, especially in government organizations that face pressure to provide optimal public services. Studies show that happiness at work increases productivity, a positive organizational culture strengthens employee satisfaction, and job satisfaction directly impacts employee performance. This study addresses these shortcomings by highlighting the role of job satisfaction as a mediating variable linking happiness at work, organizational culture, and employee performance. Using this approach, this study provides deeper insights into how work happiness can affect performance through job satisfaction, while organizational culture only has a significant impact on job satisfaction, but not directly on performance.

By using job satisfaction as a mediator, this researcher seeks to understand the relationship between workplace happiness and organizational culture to employee performance. The three variables are believed to have a relationship in improving employee performance so that the author wants to examine how each variable affects performance.

2. Research Method

The quantitative technique used in this research is saturated sampling or census. The quantitative method and census approach were chosen to obtain a representative and valid picture of the entire population, namely all employees at BKAD Pontianak, consisting of 53 people. The use of this approach ensures that the data obtained reflects the overall perspective of the employees, increasing the validity of the research results. All people working at the Regional Finance and Assets Agency of Pontianak City, West Kalimantan, were part of this study. Data was collected from 53 participants who completed the questionnaire. The sample consists of employees with a predominance of age above 40 years (58.49%) and most have more than 15 years of work experience (49%). This may limit perspectives as work experience and age can influence perceptions of happiness, culture and job satisfaction. In addition, gender diversity and education levels also need to be considered to ensure a more balanced representation. The variables were measured using a Likert scale from 1 to 5. Participants were asked to rate their level of agreement using the following scale: 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree. In (Hermania et al., 2023) four indicators proposed by (Sidabalok & Sayekti 2020) were used to measure happiness at work (Martini et al., 2021) proposed three indicators to evaluate organizational culture. Then, according to Afandi (2021) in (Santoso & Yuliantika, 2022) proposed three dimensions to measure job satisfaction. Meanwhile, Bernadin and Rusell (2003) in (Nifsu, 2021) designed five dimensions to measure employee performance. This study uses the SMART PLS 4.0 statistical testing method combined with Structural Equation Modeling (SEM). There are three steps in the PLS analysis process analyzing the external model, analyzing the internal model, and testing hypotheses. The results from the 53 BKAD respondents can be generalized to other government organizations with the limitation that the characteristics of the organizations should be similar, such as bureaucratic structure, work environment, and public service responsibilities. However, these results are more relevant for local government organizations that face similar challenges in financial and asset management.

Based on the explanation that has been conveyed and seeing the relationship between one variable and another, the following is the conceptual framework that has been formed:

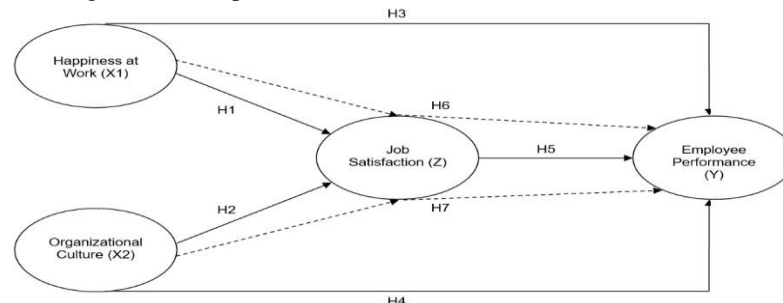


Figure 1. Conceptual framework

3. Result and Discussion

Respondent Characteristics

The respondent profile analysis in this survey is based on the following demographics:

Table 1. Demographics

Category	Item	Total	%
Gender	Male	27	50,9
	Women	26	48,14
	Total	53	100
Age	20-25 years old	9	16,6
	26-30 years old	3	5,5
	31-35 years old	3	5,5
	36-40 years old	7	12,9
	Over 40 years old	31	58,49
	Total	53	100
Last Education	Senior High School	9	16,6
	D1/D2/D3/D4	16	29,6
	Bachelor (S1)	20	37
	Postgraduate (S2 / S3)	8	15

Category	Item	Total	%
	Total	53	100
Length of Service	1-5 years	11	20,37
	6-10 years	5	9,2
	11-15 years	11	20,3
	Above 15 years	26	49
	Total	53	100
Division	Secretariat.	10	18,8
	Treasury, Accounting and Financial Reporting.	19	35,1
	Budget and Local Financial Information System.	14	25,9
	Management of Regional Property.	10	18,5
	Total	53	100

Table 1 reveals that most respondents are male, totaling 27 individuals or 50.9%. The respondents are predominantly employees aged over 40 years, with 31 individuals or 58.49%. Additionally, the majority have a Bachelor's degree (S1), accounting for 20 respondents or 37%. Furthermore, 27 respondents or 50% have over 15 years of work experience, and the largest proportion, 19 respondents or 35.1%, are from divisions specializing in treasury, accounting, and financial reporting.

Outer Model Analysis

The table below presents the results of reliability and validity tests conducted on the variables of workplace happiness, organizational culture, job satisfaction, and employee performance. All valid items were deemed suitable for progression to the next stage of analysis.

Table 2. Loading factor

Variables	Indicator	Loading Factor	AVE
Happiness At Work	Personal Growth	0,860	0,764
	Meaning	0,897	
	Autonomy	0,850	
	Supportive relationship	0,888	
Organizational Culture	Morals	0,943	0,893
	Trust	0,954	
	Attitude	0,938	
Job Satisfaction	Wages/Salary	0,918	0,863
	The work itself	0,922	
	Coworkers	0,946	
Employee Performance	Quality	0,836	0,761
	Quantity	0,884	
	Timeliness	0,868	
	Cost Effectiveness	0,900	
	Relationship between Persons	0,873	

Outer loading values between 0.4 and 0.7 are still acceptable. The Average Variance Extracted (AVE) for the variables is as follows: happiness at work is 0.764 (>0.5), organizational culture is 0.893 (>0.5), job satisfaction is 0.863 (>0.5), and performance is 0.761 (>0.5). Referring to Table 1, all indicators display outer loading values above 0.4 and AVE values exceeding 0.5. Therefore, it can be concluded that the convergent validity test has been successfully fulfilled, confirming that all indicators are valid for measuring their respective constructs (Hair et al., 2021).

Table 3. Construct reliability

	Cronbach's Alpha	Composite Reliability (RHO_C)	Composite Reliability
Employee Performance	0,921	0,941	0,941
Happiness At Work	0,897	0,928	0,928
Job satisfaction	0,920	0,950	0,950
Organizational culture	0,940	0,962	0,962

As shown in Table 3, all variables have composite reliability values exceeding 0.7, indicating their validity (Hair et al., 2021). Thus, it can be concluded that the study is suitable for proceeding to the next stage.

Table 4. Discriminant validity results (fornell larcker)

	EP	HAW	JS	OC
Employee Performance	0,872			
Happiness At work	0,807	0,874		
Job Satisfaction	0,871	0,835	0,929	
Organizational Culture	0,710	0,743	0,771	0,945

Referring to Table 4, the Fornell-Larcker Criterion is used to assess discriminant validity across the entire population for each indicator, ensuring the resulting values are valid (Hair et al., 2021). Subsequently, the next step involves examining the R square (R²) values, with the results detailed as follows:

Table 5. Square (R²) results

	R Square	Adjusted RSquare
Employee Performance	0,780	0,767
Job satisfaction	0,748	0,738

Table 5 presents the R square test, which illustrates the effect of the dependent variable on the mediating variable. The research model demonstrates that employee performance is explained by 78%, while job satisfaction accounts for 74.8%. With all preliminary testing steps completed, the next phase involves hypothesis testing

Hypothesis Testing

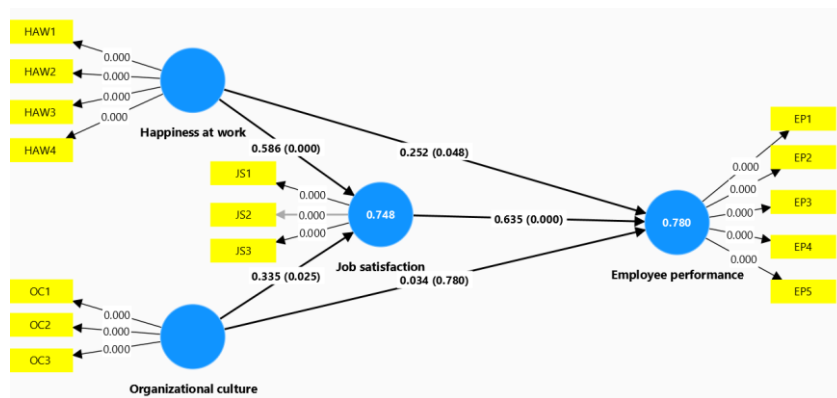


Figure 2. Result model

Table 6. Hypothesis results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Happiness At Work -> Job Satisfaction	0,586	4,248	0,000	Accepted
Organizational Culture-> Job Satisfaction	0,335	2,236	0,013	Accepted
Happiness At Work -> Employee Performance	0,252	1,978	0,024	Accepted
Organizational culture-> Employee Performance	0,034	0,279	0,380	Rejected
Job Satisfaction-> Employee Performance	0,635	4,028	0,000	Accepted
Happiness At Work -> Job Satisfaction-> Employee Performance	0,372	2,079	0,003	Accepted
Organizational Culture-> Job Satisfaction-> Employee Performance	0,212	2,723	0,019	Accepted

From the analysis presented in Table 6, it can be concluded that the relationships between the variables are as follows: H1 The correlation between happiness at work and job satisfaction shows that the measurement variable has a significant influence, this can be seen from the T-statistic 4.248 > 1.96 and from the P-values of 0.000 < 0.05 so that Hypothesis 1 is accepted. H2 The correlation between organizational culture and job satisfaction shows that the measurement variable has a significant effect, this can be seen from the T-statistic 2.236 > 1.96 and from the P-values of 0.013 < 0.05 so that Hypothesis 2 is accepted. H3 The correlation between happiness at work and employee performance that the measurement variable has a significant influence, this can be seen from the T-statistic 1.978 > 1.96 and from the P-values 0.024 < 0.05 so that Hypothesis 3 is accepted. H4 The correlation between organizational culture and employee performance shows that the measurement variable has no influence and is not significant, this can be seen from the T-statistic

0.279 < 1.96 and from the P-values of 0.380 > 0.05, so Hypothesis 4 is rejected. H5 The correlation between job satisfaction and employee performance shows that the measurement variable has a significant influence, this can be seen from the T-statistic 4.028 > 1.96 and from the P-values of 0.000 < 0.05 so that Hypothesis 5 is accepted. H6 The correlation between happiness at work and employee performance with job satisfaction as a mediating variable that the T-statistic results show a value of 2.079 > 1.96 and a P-value of 0.003 < 0.05, so Hypothesis 6 is accepted. H7 The correlation between organizational culture and employee performance with job satisfaction as a mediating variable that the measurement variable has a significant effect with the T-statistic results showing a value of 2.723 > 1.96 and a P-value of 0.019 < 0.05 so that Hypothesis 7 is accepted.

Discussion

Job satisfaction was found to have a positive and statistically significant association when testing hypotheses about it. Mustofa & Prasetyo (2020) stated that there is a positive and statistically significant correlation between job satisfaction and happiness at work, and their findings back up their assertion. When people enjoy what they do for a living, it shows in their job satisfaction. Hypothesis testing shows that organizational culture significantly impacts employee happiness on the job. According to Widyawendra (2020), Organizational culture and contentment in one's work life are positively correlated. The health of an organization's culture has a direct bearing on employee satisfaction and productivity. A positive and statistically significant influence on performance is seen when testing the hypothesis that workers are happier at work. This confirms what was found by Soeling et al. (2022) a favorable correlation between satisfied workers and higher productivity. Simply put, when workers are satisfied, they give their all and produce better results. (Stefani & Santoso, 2020). Optimism in the workplace increases the likelihood that workers will give their all. This will help the company get closer to its long-term objectives. The results of the hypothesis test indicate that the impact of company culture on worker productivity is negligible. This is in line with Mooduto et al. (2022) which states that organizational culture is not significant to employee performance. However, this finding is not the same as Samadara et al. (2021), Even if corporate culture does have a favorable impact on employee performance, the study did not find a significant enough influence to draw any conclusions. While it is true that a healthy company culture can boost productivity, the results were inconclusive in this analysis. According to the results of the hypothesis test, employee performance has a positive and statistically significant effect on job satisfaction. According to Adianita et al. (2021). Employee performance is positively and significantly correlated with job happiness. This proves that job satisfaction has a direct correlation with worker output. The regression value of the mediating variable, job satisfaction, between pleasure at work and employee performance, shows a positive and significant outcome. That is, job satisfaction serves as a link that enhances the relationship between employee satisfaction and their performance. In line with Agustien & Soeling (2020) It asserts that workers' happiness and productivity are positively impacted by their level of job satisfaction. This emphasizes the importance of a holistic approach, where employee happiness is the main goal as well as a determining factor in improving overall performance and satisfaction. The results showed a positive and statistically significant relationship between organizational culture and employee performance, with job satisfaction acting as a mediating variable. The relationship between organizational culture and employee performance is strengthened when workers are satisfied with their jobs. This is consistent with the findings of (Dewi & Supartawan, 2023; Hariyanto et al., 2021), which both found that a more pleasant work atmosphere, as a result of a positive organizational culture, can increase employee happiness. When employees are satisfied with their jobs, they tend to work harder. Therefore, prioritizing organizational culture is a fantastic strategy to improve employee happiness and performance in the workplace.

4. Conclusion

With the help of 53 participants from the Regional Finance and Asset Agency (BKAD) of Pontianak City, this study investigated the impact of organizational culture on employee performance and job satisfaction, as well as other variables related to happiness at work. According to the results, HAW has a significant impact on worker satisfaction and productivity in the workplace. Employee performance is not affected by organizational culture, but job satisfaction is. In addition, research shows that when workers are happy with their jobs, they perform better. The importance of job satisfaction in improving employee performance is demonstrated by the fact that it mediates the relationship between organizational culture and employee happiness at work. For future research, it is recommended to expand the sample size and involve different types of organizations to compare findings in the public and private sectors. In addition, a qualitative

approach could also be considered to gain a deeper understanding of individual experiences in the context of organizational culture and job happiness. The results of the study can be applied directly by developing strategies to increase job satisfaction, such as providing training related to a supportive organizational culture and improving the reward system to increase job happiness. These measures are relevant to improving employee productivity, which in turn impacts the efficiency of public services. Implementing an organizational culture that is inclusive and supports collaboration between divisions, providing relevant training to improve employees' technical and soft skills, implementing performance-based incentives, such as promotions and bonuses, drafting policies that support work flexibility, to reduce stress, conducting regular surveys on job satisfaction to adjust organizational policies according to employee needs. Major limitations in this study include the relatively small sample size (53 participants), which may limit the generalizability of the results. In addition, the use of SEM statistical techniques that rely on the assumption of linearity between variables may also be a limitation if the relationship between variables is more complex. For future research, it is recommended to expand the sample size and involve different types of organizations to compare the findings in the public and private sectors. In addition, a qualitative approach could also be considered to gain a deeper understanding of individual experiences in the context of organizational culture and job happiness.

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