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## Organizational happiness character and lecturer performance: the mediating effect of organizational citizenship behavior

**Abstract.** This study aimed to determine the role of organizational happiness character (OHC) towards lecturer performance with organizational citizenship behaviour as a mediation variable. The study was aimed to lecturers at private universities in Greater Bandung, with a total number of 5,435 lecturers out of 21 Private Universities. Data was collected using a questionnaire with a differential semantic scale in 2021 and 2022. It has met the minimum sample requirement needed for SEM-PLS analysis. The study is devoted to analysis of the lecturer perception of organizational happiness, organizational citizenship behavior (OCB), and lecturer performance, testing 4 hypotheses. The measurement scale in this study uses differential semantics which is an effective measurement tool for attitudes.

The analysis of the research hypothesis shows a relationship between OHC and performance, and OCB variables affect the improvement of lecturer performance. The relationship between OHC and OCB has also been confirmed and shows a positive and significant relationship. Hence, it can be said that the variable OCB is a mediator for the effect of the variable OHC on employee performance. In this study, organizational citizenship has a partial mediating effect in improving lecturer performance.

**Keywords:** Organizational Character; Organizational Happiness; Organizational Happiness Character; Organizational Citizenship Behavior

**JEL Classification:** M1; M15; M16; Q01; Q12

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## 1. Introduction

A successful organization requires individual employees who are willing to do more than just their obligations and must also be able and willing to give their best performance beyond expectations, this kind of behavior in human resource management is called OCB (organizational citizenship behavior). Satisfied employees will show positive behavior to the organization to repay services to organizations that have treated them well. Robin & Judges (2013) said that employees who will perform remuneration will lead to OCB behavior.

One important aspect in increasing the ranking of tertiary institutions is the institutional condition or college organization, where the condition is very influential in improving lecturer performance. One of the factors assumed to improve lecturer performance is organizational happiness character (OHC), a new concept proposed in this study. OHC is the development of the previous **Organizational Happiness Concept** that used the Perma Model, consisting of 5 paradigms: positive emotion, meaning, reliable relationship, engagement, and achievement and recognition (Seligman, 2011). This model is then equipped by (Munar et al., 2020) with professional and personal development, which states that the organization contributes to and is responsible for producing strategies and practices for the growth and development of its employees. It improves optimal and competitive employee performance, especially for higher education organizations (Fisher, 2010; Munar et al., 2020). This model is equipped by the writer with a character, which is the nature of the organization adapted from the individual nature. Character is a natural and unique nature possessed by each individual and has an observed attribute (W. B. Saunders, 1977; Nurcahyo et al., 2020). Organizational character is a unique trait possessed by organizations that significantly affect the behavior of individuals and groups in decision-making and improvement of individual and company performance. So that a new concept emerged, namely OHC which will be examined in the performance of lecturers.

Another factor that influences performance improvement is OCB. A successful organization requires individual employees who want to perform more tasks than just their obligations. Moreover, they must also be able and want to provide their best performance beyond expectations; behaviors in this human resource management are called citizenship behavior. Wagner & Hollenbeck (2009) find in their research that 111 respondents argue that OCB is an action that prioritizes the organization's interests but is not an employee's primary task.

This study provides three key contributions to research and organizational literature: First, the theoretical contribution is methodological. The second is the development of the conceptual framework and literature review. Third, the empirical contribution is a hypothesis test. Finally, the results show a positive and significant relationship between OHC and lecturer performance mediated by OCB. Based on the description above, the problems raised in this study is: what is the effect of organizational happiness on lecturer performance mediated by OCB in the Higher Education Environment throughout Bandung Raya.

## 2. Brief Literature Review

Today, organizational happiness is considered a multi-faceted research discipline. Some say that management positively affects organizational climate and can improve individual performance in an organization. Organizational happiness is directed at the organization's ability to create and facilitate conditions and work processes that are conducive to fostering individual and group strengths (Munar et al., 2020). Healthy and happy employees tend to show higher productivity, better performance and communication in the long term, this is because employees experience lower stress levels than other employees due to positive experiences of joy in themselves even under unfavorable working conditions. They show higher productivity and performance than other employees in difficult situations (Vaseghi & Ahmadlou, 2019). In most of the cases, employees who are happy in their work environment are more responsible (Gavin & Mason, 2004).

Organizational Happiness offers insight into what organizational leaders need to do to attract, motivate, and retain people who view work as more than just their monthly salary (Tosten et al., 2018).

There are two important points in organizational happiness. Contribution of individual factors (values, personality and goals) and the influence of organizational characteristics (culture, business conditions). Organizational happiness in the workplace is very important to increase productivity (Wesarat et al., 2015; Tosten et al., 2018). The contribution of individual factors such as values, personality and goals, and the impact of organizational characteristics such as culture, work and the context in which they are developed can explain the level of well-being and happiness in the workplace that can support employee performance improvement (De Sousa & Porto, 2015).

Organizational happiness can be positively influenced by variables such as positive situations, emotions, decisions, incentives, rewards. At the same time, every employee also needs to adapt to his institution and take place in a pleasant work environment for job continuity, job satisfaction, commitment, identification, loyalty, and performance (Arslan & Polat, 2018). According to Maenapothi (2007), organizational happiness refers to a positive situation at work where employees are happy at work, their productivity will increase, so that both employees and the organization achieve the planned targets (Özen, 2018).

Researchers have identified happiness as an effective factor in increasing the productivity of organizational managers. The first hypothesis in this study is:

**H1: OHC affects Lecturer Performance.**

With the new concept of OHC, it is expected to further improve the performance of lecturers which will affect the quality of higher education. The second hypothesis of this research is:

**H2: OHC affects OCB.**

Partially all components of OCB (conscientiousness, altruism, citizenship virtue, generosity, respect) are significantly related to performance. The third hypothesis of this study is:

**H3: OCB has an effect on lecturer performance.**

In this study, the authors will examine the effect of OCB in mediating the effect of OHC on lecturer performance. The fourth hypothesis in this study is:

**H4: OCB mediates OHC and lecturer performance.**

### 3. Methodology

This study was conducted to determine the effect of OHC on lecturer performance mediated by OCB in private universities in Bandung Raya. The respondents used are permanent lecturers of private universities. The research data was obtained by using a questionnaire distributed to lecturers in private universities in Greater Bandung.

Research method used in this study is quantitative, namely testing the theory of a number of variables measured by numbers and analyzed by statistical procedures to ensure the truth of the theory (Sugiyono, 2013). Based on the time horizon of the research is cross sectional. The type of research used is explanatory (explanatory research) to test the proposed hypothesis, so that it is expected to explain the relationship and influence between the independent and dependent variables in the hypothesis. **The universities used in this study amounted to 21 universities with a lecturer number of 5,535 lecturers.** The sampling technique used is proportionate stratified random sampling with the number of samples used as many as 307 respondents from 375 questionnaires distributed to respondents who were obtained based on the minimum number of samples for 5 research variables as many as 200 respondents (Hair et al., 2014). The measurement scale in this study uses differential semantics which is an effective measurement tool in measuring attitudes (Rosario et al., 2004). Data analysis techniques and hypothesis testing using Structural Equation Model analysis based on Partial Least Square are applied, too. Hence, a research model is presented in [Figure 1](#).

### 4. Results

#### Validity test

Validity test is a data instrument test to find out how accurate an instrument is to the concept under study. Validity test measures how well a concept is defined in a measure. An instrument is said to be valid if the loading factor value is above 0.50 (Hair et al., 2014).

[Table 1](#) shows the results of the research instrument validity test with  $N = 30$  which has been carried out with a loading factor value  $> 0.70$  and an AVE value  $> 0.50$  so that it is said that all research instruments are valid.



Figure 1:  
**Research Model**  
 Source: Compiled by the authors

Table 1:  
**Loading Factor**

	Lecturer Performance	OCB	OHC	AVE
OCB1		0.738		0.747
OCB2		0.778		
OCB3		0.760		
OCB4		0.791		
OCB5		0.766		
OHC1			0.702	0.734
OHC2			0.798	
OHC3			0.728	
OHC4			0.771	
OHC5			0.769	
OHC6			0.733	
OHC7			0.728	
P1	0.719			0.760
P2	0.762			
P3	0.873			
P4	0.764			

Source: Authors' research data

### Reliability test

Reliability test is an index that shows the extent to which a measuring instrument can be trusted or relied upon. Each measuring instrument should have the ability to provide relatively consistent measurement results from time to time (Hair et al., 2014). Reliability Test is used to determine the level of consistency and stability of a score (measurement scale) and includes size stability and size consistency. The research instrument is said to be reliable if it has a composite reliability and Cronbach alpha value above 0.70 (Hair et al., 2014).

Table 2 shows the results of the research instrument reliability test with composite reliability and Cronbach's alpha values > 0.70. Hence, it can be said that the research instrument has good reliability.

Table 3 shows the relationship between the research variables. OHC has an effect on Lecturer Performance with a coefficient value of 0.206 and significant at 0.05. OHC has an effect on OCB with a coefficient value of 0.947 and significant at 0.05. OCB has an effect on lecturer performance with a coefficient value of 0.623 and significant at 0.05.

In Table 4, it can be seen that the results of hypothesis testing are obtained that OHC has a positive and significant influence on OCB. OCB has a positive and significant effect on lecturer performance. OHC has a significant positive effect on lecturer performance.

In Table 5, it can be seen that the indirect effect of OHC on lecturer performance is mediated by OCB with a coefficient value of 0.590 and significant at 0.05, so that the research hypotheses can be obtained, namely:

H4: There is a positive and significant relationship between OHC and lecturer performance mediated by OCB. To see the effect of OCB as a mediating variable, the Variance Accounted For (VAF) method can be used.

Table 6 shows the direct effect of OHC on lecturer performance which resulted in a positive and significant value at 0.05 so that a VAF value of 0.741 < 0.80, it can be said that organizational citizen behavior is a partial mediation so that there are other variables that can be mediating variables that have not been studied in this research.

Table 2:  
**Average Variance Extract (AVE)**

	Cronbach's Alpha	Rho_A	Composite Reliability
LP	0.750	0.766	0.844
OCB	0.802	0.804	0.863
OHC	0.857	0.864	0.891

Source: Authors' research data

Table 3:  
**Path Coefficients**

	Original Sample (O)	P values
OCB ≥ LP	0.623	0.000
OHC ≥ LP	0.206	0.020
OHC ≥ OCB	0.947	0.000

Source: Authors' research data

Table 4:  
**Research Hypotheses**

Hipotesis	Independent Variabel	Dependent Variabel	T-test	P values	Hypothesis
H1	OHC	Lecturer Performance	2.053	0.000	Accepted
H2	OHC	OCB	176.392	0.020	Accepted
H3	OCB	Lecturer Performance	6.463	0.000	Accepted

Source: Authors' research data

Table 5:  
**Direct and Indirect Effects**

	Original Sample (O)	T statistics ( O/STDEV )	P values
OHC ≥ OCB ≥ LP	0.590	6.468	0.000

Source: Authors' research data

Table 6:  
**Variance Accounted For (VAF)**

	Value	VAF
OHC → OCB	0.947	0.741
OCB → LP	0.623	
OHC → LP	0.206	
OHC → OCB → LP	0.590	

Source: Authors' research data

## 5. Conclusion

The analysis of the research hypothesis shows a relationship between OHC and performance, and OCB variables affect the improvement of lecturer performance. The relationship between OHC and OCB has also been confirmed and shows a positive and significant relationship. Hence, it can be said that the variable OCB is a mediator for the effect of the variable OHC on employee performance. In this study, organizational citizenship has a partial mediating effect in improving lecturer performance.

In improving the performance of university lecturers, they must pay attention to the OHC that has a conducive, comfortable organizational condition that will increase productivity. Seeing this, there are several things that are assumed to be further improved in supporting the role of the influence of OHC on lecturer performance, including by looking at organizational culture, compensation system, well being level and working environment conditions. This can be an input in developing research on lecturer performance and OHC which is a new concept resulting from this research. Hence, that the existence of an OHC will improve and support the behavior of desires in contributing voluntarily to organizations that will influence to want to improve their performance both individually and in groups.

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