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The Influence of Organizational Citizenship Behavior (OCB), Employee Engagement, and Happiness on Employee Performance at Pt Pln Nusantara Power up Minahasa with Job Satisfaction as a Mediating Variable

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A B S T R A C T
This study aims to analyze the influence of Organizational Citizenship Behavior (OCB), employee engagement, and happiness on employee performance, with job satisfaction as a mediating variable at PT PLN Nusantara Power UP Minahasa. The background of this research is organizational restructuring, which requires adaptation to work culture and reinforcement of AKHLAK core values within the organization. A quantitative approach was employed using a survey of 101 employees, and data were analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS. The main hypotheses tested include: (1) whether OCB, engagement, and happiness directly affect performance; and (2) whether job satisfaction mediates the effect of these three variables on performance. The results show that OCB, engagement, and happiness have a positive and significant impact on employee performance, both directly and indirectly through job satisfaction as a partial mediator. Among these, OCB emerged as the most dominant influencing factor. The study recommends that the company strengthen a collaborative work culture, enhance employee engagement and happiness, and implement a management system that promotes job satisfaction to maintain optimal performance amid organizational transformation.

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INTRODUCTION

Background

Indonesia's electricity industry is undergoing significant transformation, including the restructuring of PT PLN (Persero) at the end of 2022 into two sub-holdings: PT PLN Nusantara Power and PT PLN Indonesia Power. PT PLN Nusantara Power, which oversees the Minahasa Generation Unit (UP Minahasa), is now responsible for managing various power generation units. Since January 1, 2023, the management of UP Minahasa has officially transitioned, accompanied by changes in management systems and work culture that demand rapid adaptation from employees. This transformation presents challenges in human resource management, particularly in reshaping work patterns and interpersonal

relationships within the organization. In this context, PT PLN has integrated the AKHLAK core values as the foundation of its work culture. Values such as Amanah (trustworthy), Kompeten (competent), Loyal (loyal), and Adaptif (adaptive) align closely with concepts such as Organizational Citizenship Behavior (OCB), employee engagement, and happiness at work, all of which are believed to influence performance both directly and indirectly [1].

As a preliminary step, an internal pre-survey was conducted involving 101 employees of UP Minahasa. The results showed generally positive perceptions of current working conditions, but also highlighted areas needing improvement. This underscores the need for a more in-depth study on how OCB, engagement, and workplace happiness affect employee performance, especially in the context of an organization undergoing structural transformation [2].

Table 1. Pre-Survey of Employee Organizational Behavior During the Transformation Era at PT PLN Nusantara Power UP Minahasa

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Based on the 2024 performance data at PT PLN Nusantara Power UP Minahasa, 67.33% of employees met their performance targets, while 32.67% exceeded them. Although these results reflect strong performance, there remains room for overall improvement. Post-restructuring organizational transformation requires strengthening human resource aspects, particularly through positive work behaviors such as Organizational Citizenship Behavior (OCB), employee engagement, and workplace happiness [4].

According to Organ, OCB includes voluntary behaviors that enhance the work environment, while Kahn explains employee engagement as the extent to which individuals are emotionally and cognitively involved in their work. Both are essential in fostering a productive and collaborative work culture. Workplace happiness also plays a key role in boosting productivity. Seligman's PERMA model indicates that psychological well-being improves both performance and job satisfaction. Furthermore, job satisfaction—based on Herzberg's theory—acts as a mediating factor between psychological aspects and employee performance [5].

By examining the influence of OCB, engagement, and happiness on performance through job satisfaction as a mediating variable, this study aims to contribute to the development of more adaptive HR strategies. The findings are especially relevant for PLN UP Minahasa in supporting the success of its organizational transformation without compromising employee motivation and productivity [6].

Research Objectives

Based on the background described above, the objectives of this study are to:

1. Analyze the influence of Organizational Citizenship Behavior (OCB) on Employee Performance at PT PLN Nusantara Power UP Minahasa.
2. Analyze the influence of Employee Engagement on Employee Performance at PT PLN Nusantara Power UP Minahasa.
3. Analyze the influence of Happiness on Employee Performance at PT PLN Nusantara Power UP Minahasa.
4. Analyze the influence of Organizational Citizenship Behavior (OCB) on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.
5. Analyze the influence of Employee Engagement on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.
6. Analyze the influence of Happiness on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.
7. Analyze the influence of Job Satisfaction on Employee Performance at PT PLN Nusantara Power UP Minahasa.
8. Examine the mediating role of Job Satisfaction in the relationship between OCB and Employee Performance at PT PLN Nusantara Power UP Minahasa.
9. Examine the mediating role of Job Satisfaction in the relationship between Employee Engagement and Employee Performance at PT PLN Nusantara Power UP Minahasa.
10. Examine the mediating role of Job Satisfaction in the relationship between Happiness and Employee Performance at PT PLN Nusantara Power UP Minahasa.

LITERATURE REVIEW

Maslow's Hierarchy of Needs Theory

The hierarchy of needs theory developed by Abraham H. Maslow is one of the fundamental theories in the study of human behavior in the workplace. Maslow proposed that human needs are arranged in a hierarchical order, ranging from the most basic to the highest, and that these needs are prepotent—meaning lower-level needs must be fulfilled first before higher-level needs can emerge as drivers of behavior [7].

Herzberg's Two-Factor Theory

The Two-Factor Theory developed by Frederick Herzberg, Bernard Mausner, and Barbara Bloch Snyderman is one of the most influential work motivation theories in human resource management. This theory emerged from an empirical study involving over 200 accountants and engineers, who were asked to describe job situations that made them feel extremely satisfied or dissatisfied. The results revealed that the factors causing job satisfaction are different from those causing job dissatisfaction [8].

Vroom's Expectancy Theory

The Expectancy Theory, developed by Victor H. Vroom in 1964 through his book Work and Motivation, is based on the principle that an individual's motivation to perform a task is determined by the expectation that the task will lead to a desired outcome. In other words, a person is more likely to work hard if they believe that their effort will lead to good performance and that performance will result in meaningful rewards [9].

Positive Psychology and the PERMA Model of Workplace Happiness

Positive psychology, introduced by Martin Seligman, emerged as a response to traditional psychology that focused largely on human weaknesses and mental disorders. In the workplace context, this approach emphasizes the development of potential, happiness, and employee engagement to create a healthy and productive work environment. One of the central models in positive psychology is the PERMA Model, which comprises five elements of well-being: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. These components reinforce one another and form the foundation of authentic and sustainable happiness [10].

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary employee behaviors that go beyond formal job descriptions but significantly contribute to organizational effectiveness. According to Organ, OCB includes actions such as helping coworkers, showing loyalty to the organization, and taking initiative without expecting direct rewards. OCB reflects emotional commitment and employee engagement, serving as a key factor in creating a productive work environment and enhancing long-term performance [11].

Employee Engagement

Employee engagement is a psychological condition in which individuals actively involve themselves physically, cognitively, and emotionally in their work. According to Kahn, engagement occurs when employees fully express their thoughts, feelings, and energy in performing their job roles, rather than merely being physically present. Engaged employees tend to exhibit enthusiasm, initiative, and strong commitment, which positively impact both performance and organizational loyalty [12].

Happiness

Happiness in the workplace is a key factor in creating a productive and sustainable work environment. Through the Positive Psychology approach, Seligman introduced the PERMA Model, which includes positive emotion, engagement, relationships, meaning, and accomplishment as the five core elements of psychological well-being. Employees who experience all five elements are generally happier, more motivated, and contribute more optimally to their organizations [13].

Employee Performance

Employee performance is a primary measure of individual effectiveness in fulfilling organizational roles. According to Robbins and Judge, performance reflects how well an individual meets job expectations, including the quantity, quality, timeliness, and compliance with procedures. High-performing employees demonstrate commitment, discipline, and valuable contributions toward organizational goals [14].

Job Satisfaction

Job satisfaction is a positive emotional state resulting from the fulfillment of individual expectations and needs in the workplace. According to Herzberg, satisfaction is influenced by two factors: motivators

(achievement, recognition, responsibility), which enhance satisfaction, and hygiene factors (salary, working conditions, social relationships), which prevent dissatisfaction [15].

Previous Research

Research by Mathafena and Grobler found that HR practices positively affect OCB and performance, but did not include psychological variables such as happiness or job satisfaction as mediators. Choudhary and Jain highlighted employee engagement as a determinant of job satisfaction in remote work contexts, without linking it directly to performance. Gwamanda et al. identified a relationship between servant leadership, engagement, and OCB, but did not assess its impact on performance or the role of happiness. Meanwhile, Utami et al. concluded that happiness influences job satisfaction and performance, but did not explicitly test the mediating role. Distinct from prior studies, this research offers novelty by constructing a structural model that integrates OCB, engagement, and happiness, while positioning job satisfaction as a mediating variable influencing employee performance within the context of organizational change in the power generation sector [16].

Research Model and Hypotheses

Research Model

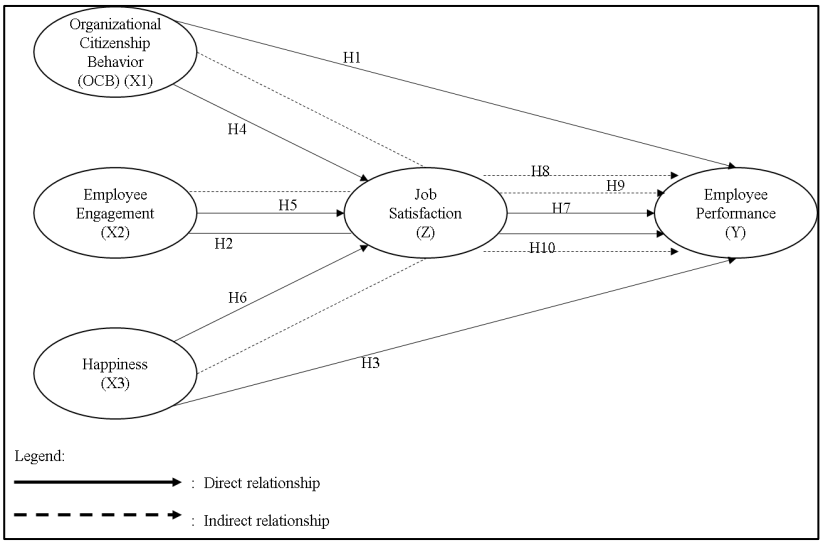

Figure 2. Research Model

Source: Based on Theoretical and Empirical Review, 2025

Hypotheses

Based on the research model presented above, the hypotheses of this study are as follows:

H1 : Organizational Citizenship Behavior (OCB) is hypothesized to have a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa.

H2 : Employee Engagement is hypothesized to have a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa.

H3 : Happiness is hypothesized to have a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa.

H4 : Organizational Citizenship Behavior (OCB) is hypothesized to have a positive and significant effect on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.

H5 : Employee Engagement is hypothesized to have a positive and significant effect on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.

H6 : Happiness is hypothesized to have a positive and significant effect on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.

H7 : Job Satisfaction is hypothesized to have a positive and significant effect on Employee

Performance at PT PLN Nusantara Power UP Minahasa.

H8 : Job Satisfaction is hypothesized to mediate the relationship between Organizational Citizenship Behavior (OCB) and Employee Performance at PT PLN Nusantara Power UP Minahasa.

H9 : Job Satisfaction is hypothesized to mediate the relationship between Employee Engagement and Employee Performance at PT PLN Nusantara Power UP Minahasa.

H10 : Job Satisfaction is hypothesized to mediate the relationship between Happiness and Employee Performance at PT PLN Nusantara Power UP Minahasa.

RESEARCH METHODOLOGY

Type of Research

This study uses a quantitative approach, grounded in the philosophy of positivism. This approach is applied to examine a population or sample with the goal of obtaining measurable and objective data. Data collection was carried out using systematically designed research instruments. The data collected were then analyzed using statistical techniques to test the predetermined hypotheses. This method allows researchers to draw conclusions based on accurate numerical and statistical analysis [17].

Research Location and Setting

The research was conducted at PT PLN Nusantara Power UP Minahasa, a power generation unit under the management of PT PLN Nusantara Power, a sub-holding of PT PLN (Persero). The study was carried out in March 2025, in accordance with the schedule set in the research plan [18].

Data Collection Methods

This study used two main sources of data collection. First, primary data were collected through a questionnaire survey distributed directly to respondents. This data is original and specifically designed to address the research questions. Second, secondary data were obtained through literature review, including books, academic journals, previous research, and relevant official documents [19].

Population and Sample

The population of this study consisted of all 101 permanent employees at PT PLN Nusantara Power UP Minahasa as of March 2025, with varying positions, educational backgrounds, and work experience. Given the relatively small and relevant population, the study used a census (saturated sampling) technique, in which all members of the population were used as the sample. This is in line with Sugiyono, who states, “Saturated sampling is a technique in which all members of the population are used as the sample [20].”

Data Analysis

This study employed Partial Least Squares (PLS) as the data analysis technique due to its flexibility across data types and suitability for small sample sizes. The model is divided into two parts: the outer model, which tests validity and reliability, and the inner model, which examines relationships between variables. The analysis was performed using data from 101 permanent employees of PT PLN Nusantara Power UP Minahasa with a saturated sampling approach [21].

Research Instrument

A Likert scale was used to measure respondents' perceptions of the research variables. This scale is commonly used in social research to assess levels of agreement with statements, allowing respondents to express their level of agreement in a gradual manner [22].

RESEARCH RESULTS AND DISCUSSION

Research Results

Validity Test

Outer Loading Test

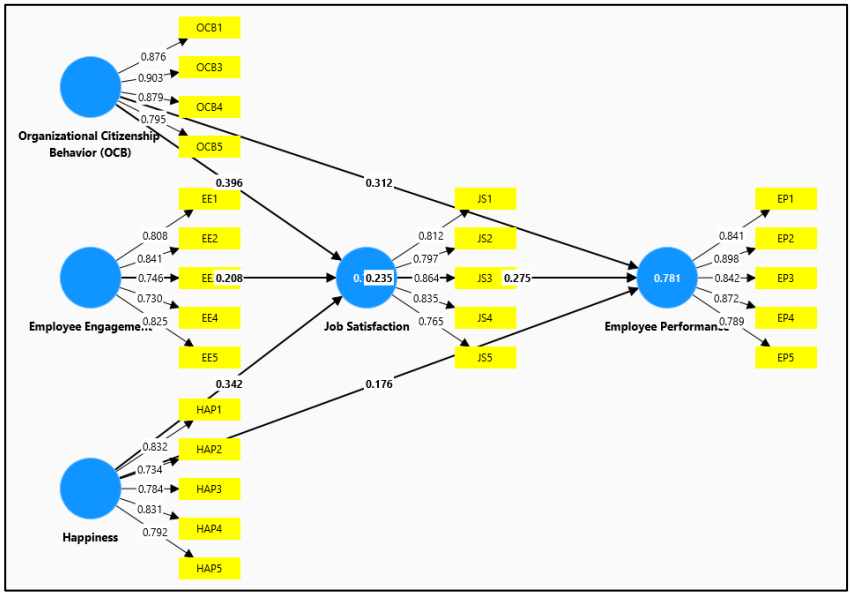

Figure 3. Research Model

Source: SmartPLS Output, processed data (2025)

Based on the results of the outer loading test for each indicator in the measurement model, all values were found to be above the threshold of 0.70. These high outer loading values indicate that each indicator has a strong correlation with the latent construct it measures. This implies that all indicators within each latent variable consistently and accurately represent their respective constructs. Therefore, it can be concluded that the model meets the criteria for convergent validity, which reflects the ability of indicators within a construct to significantly and consistently correlate with the variable being measured [23].

Average Variance Extracted (AVE) Test

Table 2. Results of Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Happiness	0.633
Job Satisfaction	0.665
Employee Engagement	0.626
Employee Performance	0.721
Organizational Citizenship Behavior (OCB)	0.747

Source: SmartPLS Output, processed data (2025)

All variables in the model have Average Variance Extracted (AVE) values above 0.50, indicating that more than half of the variance of the indicators is explained by their respective latent constructs. This confirms that the model meets the criteria for convergent validity, making the measurement instruments reliable and appropriate in reflecting the constructs being measured [24].

Heterotrait-Monotrait Ratio (HTMT) Test

Table 3. Results of Heterotrait-Monotrait Ratio (HTMT)

Variable	Happiness	Job Satisfaction	Employee Engagement	Employee Performance	OCB
Happiness					
Job Satisfaction	0.844				
Employee Engagement	0.778	0.817			
Employee Performance	0.831	0.897	0.867		
OCB	0.720	0.845	0.789	0.875	

Source: SmartPLS Output, processed data (2025)

The results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) method show that all values are below the threshold of 0.90. This indicates that each variable has good discriminant validity, with no overlap between constructs. Therefore, the model satisfies the discriminant validity requirement, reinforcing the construct validity of the measurement model within the structural framework [25].

Fornell-Larcker Criterion Test

Table 4. Results of Fornell-Larcker Criterion

Variabel	Happiness	Job Satisfaction	Employee Engagement	Employee Performance	OCB
Happiness	0.795				
Job Satisfaction	0.736	0.815			
Employee Engagement	0.685	0.717	0.791		
Employee Performance	0.738	0.810	0.769	0.849	
OCB	0.635	0.758	0.693	0.795	0.864

Source: SmartPLS Output, processed data (2025)

The Fornell-Larcker criterion is used to assess discriminant validity, which indicates the extent to which a construct (latent variable) is clearly distinct from other constructs. Discriminant validity is considered achieved when the square root of the AVE (shown on the bold diagonal) is greater than the correlations between that construct and others (values below the diagonal). As shown, the square root of the AVE for each construct is greater than its correlations with other constructs, indicating that discriminant validity is met [26].

Reliability Test

Composite Reliability Test

Table 5. Results of Composite Reliability

Variabel	Composite reliability (rho_a)	Composite reliability (rho_c)
Happiness	0.862	0.896
Job Satisfaction	0.880	0.908
Employee Engagement	0.860	0.893
Employee Performance	0.912	0.928
OCB	0.897	0.922

Source: SmartPLS Output, processed data (2025)

All Composite Reliability values in the research model are above 0.70, indicating that the instruments have a high level of reliability in measuring each construct. This reflects strong and stable internal consistency among the indicators within each variable in capturing the intended concepts. Therefore, the instruments used can be considered reliable and capable of producing accurate and replicable measurement results in similar research contexts [27].

Cronbach's Alpha Test

Table 6. Results of Cronbach's Alpha

Variabel	Cronbach's alpha
Happiness	0.855
Job Satisfaction	0.874
Employee Engagement	0.850
Employee Performance	0.903
OCB	0.887

Source: SmartPLS Output, processed data (2025)

All Cronbach's Alpha values in this research model are above 0.70, indicating that each indicator within the variables demonstrates good internal consistency. These values show that the items within each construct are consistently correlated in measuring the same concept. Thus, the instruments used can be considered reliable and appropriate for further analysis to produce valid and trustworthy results [28].

Structural Model Evaluation

Coefficient of Determination (R-Square)

Table 7. R-Square Results

	R-square	Interpretation
Job Satisfaction	0.701	70.1% of the variance in Job Satisfaction can be explained by the independent variables in the model.
Employee Performance	0.781	78.1% of the variance in Employee Performance is explained by other variables in the model, including Job Satisfaction as a mediating variable.

Source: SmartPLS Output, processed data (2025)

It can be seen that the R-square value for Job Satisfaction (0.701) indicates that Organizational Citizenship Behavior (OCB), Employee Engagement, and Happiness collectively explain 70.1% of the variance in Job Satisfaction. According to Chin (1998), this is considered a strong category. The R-square value for Employee Performance (0.781) shows that Job Satisfaction and other directly influencing variables explain 78.1% of the variance in Employee Performance, which also falls into the strong category [29].

Effect Size (f-Square)

Table 8. f-Square Results

	f-square	Interpretation
Happiness -> Job Satisfaction	0.188	Moderate
Happiness -> Employee Performance	0.057	Small
Job Satisfaction -> Employee Performance	0.104	Small
Employee Engagement -> Job Satisfaction	0.061	Small
Employee Engagement -> Employee Performance	0.100	Small
OCB -> Job Satisfaction	0.248	Moderate
OCB -> Employee Performance	0.168	Moderate

Source: SmartPLS Output, processed data (2025)

Based on the analysis of f-square values, it is evident that Organizational Citizenship Behavior (OCB) has the most significant effect on Job Satisfaction and Employee Performance, with f-square values of 0.248 and 0.168 respectively, both falling under the moderate effect category. Additionally, the Happiness variable also shows a meaningful effect on Job Satisfaction, with an f-square value of 0.188. Meanwhile, the effects of Employee Engagement and Job Satisfaction on Employee Performance are categorized as small, yet they still contribute positively to the overall model [30].

Significance Test of Direct Effect (Path Coefficient)

Table 9. Results of the Direct Effect Significance Test (Path Coefficient)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Interpretation
Happiness -> Job Satisfaction	0.342	0.344	0.082	4.166	0.000	Significant

Happiness -> Employee Performance	0.176	0.177	0.084	2.088	0.039	Significant
Job Satisfaction -> Employee Performance	0.275	0.258	0.087	3.168	0.002	Significant
Employee Engagement -> Job Satisfaction	0.208	0.198	0.086	2.432	0.017	Significant
Employee Engagement -> Employee Performance	0.235	0.249	0.093	2.526	0.013	Significant
OCB -> Job Satisfaction	0.396	0.404	0.092	4.314	0.000	Significant
OCB -> Employee Performance	0.312	0.313	0.080	3.920	0.000	Significant

Source: SmartPLS Output, processed data (2025)

The following is the interpretation of the table above:

1. H1: It is hypothesized that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 3.92 > 1.96 and the p-value is 0.000 < 0.05. This indicates that the OCB variable has a statistically significant effect on Employee Performance. Therefore, H1 is accepted.

2. H2: It is hypothesized that Employee Engagement has a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 2.526 > 1.96 and the p-value is 0.013 < 0.05. This indicates that the Employee Engagement variable has a statistically significant effect on Employee Performance. Therefore, H2 is accepted.

3. H3: It is hypothesized that Happiness has a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 2.088 > 1.96 and the p-value is 0.039 < 0.05. This indicates that the Happiness variable has a statistically significant effect on Employee Performance. Therefore, H3 is accepted.

4. H4: It is hypothesized that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 4.314 > 1.96 and the p-value is 0.000 < 0.05. This indicates that the OCB variable has a statistically significant effect on Job Satisfaction. Therefore, H4 is accepted.

5. H5: It is hypothesized that Employee Engagement has a positive and significant effect on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 2.432 > 1.96 and the p-value is 0.017 < 0.05. This indicates that the Employee Engagement variable has a statistically significant effect on Job Satisfaction. Therefore, H5 is accepted.

6. H6: It is hypothesized that Happiness has a positive and significant effect on Job Satisfaction at PT PLN Nusantara Power UP Minahasa.

Based on the data, the t-statistic is 4.166 > 1.96 and the p-value is 0.000 < 0.05. This indicates that the Happiness variable has a statistically significant effect on Job Satisfaction. Therefore, H6 is accepted.

7. H7: It is hypothesized that Job Satisfaction has a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 3.168 > 1.96 and the p-value is 0.002 < 0.05. This indicates that the Job Satisfaction variable has a statistically significant effect on Employee Performance. Therefore, H7 is accepted.

Significance Test of Indirect Effect (Mediation Analysis)

Table 10. Results of the Indirect Effect Significance Test (Mediation Analysis)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Interpretation
Happiness -> Job Satisfaction -> Employee Performance	0.094	0.089	0.039	2.411	0.018	Significant
Employee Engagement -> Job Satisfaction -> Employee Performance	0.057	0.052	0.028	2.028	0.045	Significant
OCB -> Job Satisfaction -> Employee Performance	0.109	0.103	0.041	2.669	0.009	Significant

Source: SmartPLS Output, processed data (2025)

The following is the interpretation of the table above:

1. H8: It is hypothesized that Job Satisfaction mediates the relationship between Organizational Citizenship Behavior (OCB) and Employee Performance at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 2.669 > 1.96 and the p-value is 0.009 < 0.05. This indicates that Job Satisfaction successfully mediates the relationship between OCB and Employee Performance. Therefore, H8 is accepted.

2. H9: It is hypothesized that Job Satisfaction mediates the relationship between Employee Engagement and Employee Performance at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 2.028 > 1.96 and the p-value is 0.045 < 0.05. This indicates that Job Satisfaction successfully mediates the relationship between Employee Engagement and Employee Performance. Therefore, H9 is accepted.

3. H10: It is hypothesized that Job Satisfaction mediates the relationship between Happiness and Employee Performance at PT PLN Nusantara Power UP Minahasa.

   Based on the data, the t-statistic is 2.411 > 1.96 and the p-value is 0.018 < 0.05. This indicates that Job Satisfaction successfully mediates the relationship between Happiness and Employee Performance. Therefore, H10 is accepted.

Discussion

The Influence of Organizational Citizenship Behavior on Employee Performance

The analysis shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance (β = 0.312; T = 3.920; P-value = 0.000), indicating that the higher the voluntary behaviors such as helping colleagues, loyalty, and personal initiative, the higher the performance achieved. This finding is consistent with the study by Arifin & Narmaditya (2024), which found that OCB fosters a collaborative work environment and enhances productivity. Theoretically, OCB reflects high employee engagement, influenced by organizational support and inspirational leadership (Farrukh et al., 2017; Kyei-Frimpong et al., 2023). In the context of PT PLN Nusantara Power UP Minahasa, strengthening the culture of OCB is a key strategy to promote superior performance and the achievement of organizational goals in a sustainable manner [31].

The Influence of Employee Engagement on Employee Performance

The analysis shows that Employee Engagement has a positive and significant effect on Employee Performance (β = 0.235; T = 2.526; P-value = 0.013), meaning that the more engaged employees are in their work, the better their performance outcomes. This finding aligns with Schyff et al. (2018), who emphasized that engagement drives motivation, commitment, and productivity at both individual and team levels. Theoretically, engagement includes aspects of vigor, dedication, and absorption (Cassim et al., 2024), which reflect energy and focus at work. Within PT PLN Nusantara Power UP Minahasa, building a work culture that supports active participation and employee development is essential to driving optimal and sustained performance.

The Influence of Happiness on Employee Performance

The results show that Happiness has a positive and significant effect on Employee Performance (β = 0.176; T = 2.088; P-value = 0.039), although its influence is lower than other variables. This confirms that emotional well-being in the workplace plays a tangible role in enhancing performance. In line with the findings of Ahmad (2018) and Awashreh & Imen (2024), happiness encourages motivation, emotional resilience, and better team collaboration. Theoretically, happiness involves positive affect, strong social relationships, and meaning in work (Skosana et al., 2021; Ganiyu et al., 2020). In the context of PT PLN UP Minahasa, creating a work environment that supports work-life balance, fair recognition, and harmonious relationships is a strategic step toward strengthening both well-being and employee performance.

The Influence of Organizational Citizenship Behavior on Job Satisfaction

This study finds that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Job Satisfaction (β = 0.396; T = 4.314; P-value = 0.000), indicating that the more employees engage in voluntary contributions beyond their formal roles, the greater their satisfaction with their work. This finding aligns with the studies of Arifin & Narmaditya (2024), Rowe et al. (2023), and Hikmah & Lukito (2021), which suggest that OCB fosters a harmonious work environment and enhances social relationships among employees. Theoretically, OCB represents proactivity and emotional involvement that positively impacts psychological well-being (Farrukh et al., 2017; Kyei-Frimpong et al., 2023). At PT PLN UP Minahasa, reinforcing OCB through recognition and appreciation of employee initiatives is a key strategy for increasing job satisfaction and creating a supportive, high-performing team.

The Influence of Employee Engagement on Job Satisfaction

The results show that Employee Engagement has a positive and significant effect on Job Satisfaction (β = 0.208; T = 2.432; P-value = 0.017), indicating that the higher the engagement, the greater the job satisfaction experienced by employees. This finding aligns with Saad et al. (2021), who emphasized that participation and empowerment strengthen job satisfaction. Theoretically, engagement reflects energy, dedication, and a sense of ownership toward one's work (Cassim et al., 2024; Opoku et al., 2023). At PT PLN UP Minahasa, fostering a work culture that supports active participation and employee recognition is a strategic step to sustainably strengthen both engagement and job satisfaction.

The Influence of Happiness on Job Satisfaction

This study demonstrates that Happiness has a positive and significant effect on Job Satisfaction (β = 0.342; T = 4.166; P-value = 0.000), meaning that a positive mood and emotional state directly enhance employees' satisfaction with their work. This finding is consistent with Awashreh & Imen (2024) and Utami et al. (2022), who found that happiness—in the form of positive social relationships, personal achievement, and work-life balance—reinforces job satisfaction. Theoretically, happiness encompasses positive affect, meaningful work, and social connections (Skosana et al., 2021). At PT PLN Nusantara Power UP Minahasa, creating an environment that supports emotional well-being through recognition and work-life balance is key to improving satisfaction, loyalty, and employee performance.

The Influence of Job Satisfaction on Employee Performance

The study shows that Job Satisfaction has a positive and significant effect on Employee Performance (β = 0.275; T = 3.168; P-value = 0.002), meaning the more satisfied employees are with aspects such as work environment, rewards, and personal development, the better their performance. This finding is supported by Kim et al. (2022), who noted that satisfaction enhances productivity, commitment, and loyalty. Theoretically, job satisfaction is a positive response to the work experience and is influenced by factors such as managerial support and social relationships (Skosana et al., 2021). At PT PLN UP Minahasa, increasing satisfaction through fair policies and a supportive work environment is an essential strategy for driving optimal and sustainable performance.

The Influence of Organizational Citizenship Behavior on Employee Performance with Job Satisfaction as a Mediator

This study finds that Job Satisfaction significantly mediates the relationship between Organizational Citizenship Behavior (OCB) and Employee Performance (indirect effect = 0.109; T = 2.669; P-value = 0.009), meaning that OCB not only has a direct impact but also indirectly improves performance through job satisfaction. This aligns with Arifin & Narmaditya (2024), who highlighted that voluntary behaviors such as helping and loyalty enhance satisfaction, which in turn improves performance. Theoretically, OCB fosters a supportive work environment and strong social relationships (Farrukh et al., 2017; Kyei-Frimpong et al., 2023), which enhance the meaning and satisfaction derived from work. At PT PLN UP Minahasa, strengthening the culture of OCB through training and recognition is an effective strategy for improving performance directly and through the psychological pathway of job satisfaction.

The Influence of Employee Engagement on Employee Performance with Job Satisfaction as a Mediator

The study finds that Job Satisfaction significantly mediates the effect of Employee Engagement on Employee Performance (indirect effect = 0.057; T = 2.028; P-value = 0.045), indicating that engagement not only has a direct effect but also boosts performance through enhanced job satisfaction. This is supported by Naidoo et al. (2019) and Saad et al. (2021), who found that emotional and intellectual engagement enhances satisfaction, which subsequently drives optimal performance. Theoretically, engagement—which includes vigor, dedication, and absorption—creates a meaningful and productive work experience (Cassim et al., 2024; Opoku et al., 2023). At PT PLN UP Minahasa, it is essential for management to synergistically manage both engagement and satisfaction through active involvement, open communication, and personal development to sustainably enhance employee performance.

The Influence of Happiness on Employee Performance with Job Satisfaction as a Mediator

The study shows that Job Satisfaction significantly mediates the relationship between Happiness and Employee Performance (indirect effect = 0.094; T = 2.411; P-value = 0.018), indicating that happiness not only directly affects performance but also indirectly enhances it through job satisfaction. This finding is consistent with Utami et al. (2022), who stated that happiness—in the form of work-life balance, positive social relationships, and meaningful work—enhances satisfaction and drives optimal performance. Theoretically, happiness includes positive affect and meaningfulness (Skosana et al., 2021; Ganiyu et al., 2020), which, when well-managed, create a supportive and productive work environment. At PT PLN UP Minahasa, cultivating a joyful workplace through recognition, work-life balance, and harmonious relationships is a key strategy to strengthen performance sustainably by enhancing job

satisfaction.

CONCLUSION AND SUGGESTIONS

Conclusion

1. Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance at PT PLN Nusantara Power UP Minahasa. Employees who demonstrate voluntary work behavior, social responsibility, and initiative beyond their formal roles tend to achieve higher performance levels.
2. Employee Engagement has a positive and significant effect on Employee Performance. Employees who are emotionally, cognitively, and physically engaged in their work have been shown to improve work effectiveness and individual performance outcomes.
3. Happiness at work has a positive and significant effect on Employee Performance. The higher the level of happiness employees feel in carrying out their duties, the greater their contribution to optimal job performance.
4. Organizational Citizenship Behavior (OCB) has a positive and significant effect on Job Satisfaction. OCB fosters a collaborative and harmonious work environment, which in turn enhances employees' satisfaction with their jobs.
5. Employee Engagement has a positive and significant effect on Job Satisfaction. Employees who feel involved and valued in organizational activities are more satisfied with their roles and responsibilities.
6. Happiness at work has a positive and significant effect on Job Satisfaction. Happiness derived from social relationships, meaningful work, and personal achievements strengthens overall job satisfaction.
7. Job Satisfaction has a positive and significant effect on Employee Performance. Employees who are satisfied with their jobs demonstrate higher motivation, greater loyalty, and improved productivity.
8. Job Satisfaction partially mediates the effect of OCB on Employee Performance. This indicates that OCB influences performance not only directly but also indirectly through increased job satisfaction.
9. Job Satisfaction partially mediates the effect of Employee Engagement on Employee Performance. Part of the influence of engagement on performance is transmitted through the job satisfaction felt by employees.
10. Job Satisfaction partially mediates the effect of Happiness on Employee Performance. The happiness experienced by employees enhances job satisfaction, which in turn improves their job performance.

Suggestions

1. Management is advised to build and strengthen a work culture that supports Organizational Citizenship Behavior (OCB). Appreciation programs, collaborative training, and recognition systems for employees' informal contributions should be developed to embed OCB into the organization's core values.
2. To enhance Employee Engagement, the organization should establish a participatory and transparent work system. Providing employees with opportunities to be involved in decision-making, granting autonomy in task execution, and supporting career development will foster emotional attachment and work commitment.
3. The aspect of Happiness among employees should be prioritized in HR policies. Promoting work-life balance, strengthening social connections among employees, and improving the quality of the work environment can enhance psychological well-being, which positively impacts productivity.
4. Job Satisfaction must be continuously improved through the reinforcement of managerial aspects. Managerial support, a healthy work environment, and fair compensation and career development systems should be maintained to create a motivating and productive workplace atmosphere.

5. Future researchers are encouraged to explore additional variables such as work stress, leadership style, or organizational culture as potential factors influencing Employee Performance, especially in organizations undergoing structural changes such as PT PLN Nusantara Power UP Minahasa

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