

## Do Organizational Support and Work Environment Enhance Workplace Happiness? Evidence from Indonesian Social Rehabilitation Employees

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### HISTORY

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### ABSTRACT

**Purpose:** This study examines the effects of perceived organizational support and the work environment on workplace happiness, with job satisfaction serving as a mediating variable among employees of a public social rehabilitation institution in Indonesia.

**Method:** A quantitative research design was employed using survey data collected from 200 employees of the Wyata Guna Center in Bandung, Indonesia. Data were obtained through a structured questionnaire based on a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0.

**Result:** The findings show that perceived organizational support and the work environment have significant and positive effects on both job satisfaction and workplace happiness. Furthermore, job satisfaction significantly mediates the relationships between perceived organizational support, the work environment, and workplace happiness. These findings suggest that supportive organizational practices and conducive working conditions enhance employees' psychological well-being by increasing job satisfaction.

**Practical Implications for Economic Growth and Development:** Strengthening organizational support and fostering a positive work environment can improve employee happiness, job satisfaction, and productivity. Higher levels of employee well-being may contribute to better service quality, greater institutional efficiency, and more effective use of public resources. These improvements support sustainable human capital development in the public sector and strengthen the capacity of public institutions to deliver services that contribute to long-term socio-economic development.

**Originality/Value:** This study offers empirical evidence from an Indonesian public social service institution and highlights job satisfaction as a key psychological mechanism linking perceived organizational support and the work environment to workplace happiness.

**Keywords:** *Perceived Organizational Support, Work Environment, Job Satisfaction, Workplace Happiness, Social Rehabilitation*

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## **INTRODUCTION**

Workplace happiness has become an increasingly important issue in organizational studies because employee well-being is closely associated with organizational sustainability, productivity, and service effectiveness in modern institutions (Rahmawati & Fauzan, 2023). Contemporary organizations are expected not only to achieve operational efficiency but also to maintain employees' psychological well-being amid changing work dynamics and increasing job complexity. This growing concern is supported by evidence showing that positive emotional experiences at work contribute to stronger work engagement and organizational commitment (Hidayat et al., 2023). Employees who experience happiness at work tend to demonstrate higher motivation, healthier interpersonal relationships, and greater resilience in dealing with occupational pressures. Consequently, workplace happiness has evolved into a strategic organizational concern, particularly in labor-intensive public service institutions.

Human service organizations, including public social rehabilitation institutions, face distinctive challenges because employees must balance administrative responsibilities with emotional and relational demands in delivering social services (Salas-Vallina et al., 2021). The complexity of these responsibilities may create psychological pressure that affects employees' emotional well-being and work attitudes. Previous evidence indicates that supportive organizational climates are essential for sustaining employee motivation and reducing workplace stress in service-oriented institutions (Haqiqi & Nugroho, 2024). In this context, workplace happiness cannot be separated from employees' perceptions of the organizational environment in which they work. Therefore, understanding the factors that shape employee well-being is highly relevant for improving institutional performance and service quality.

Perceived organizational support refers to employees' belief that their organization values their contributions and genuinely cares about their welfare and professional development (Eisenberger et al., 2021). Employees who perceive strong organizational support are more likely to develop positive emotional attachment and favorable attitudes toward their work and organization. Empirical findings further reveal that organizational support significantly strengthens employees' psychological well-being and satisfaction in public sector organizations (Amalia et al., 2022). This suggests that supportive organizational practices may serve as an important foundation for creating workplace happiness among employees. Accordingly, perceived organizational support is increasingly viewed as a strategic organizational resource for sustaining employee well-being.

In addition to organizational support, the work environment plays a critical role in shaping employees' emotional experiences and job-related attitudes (Aulia et al., 2025). The work environment includes physical conditions, interpersonal relationships, communication patterns, and psychosocial aspects that influence employees' comfort and sense of security at work. Research has shown that positive workplace conditions contribute significantly to employee satisfaction and psychological well-being (Gallup, 2023). A conducive work environment enables employees to perform their duties more effectively while fostering positive emotional attachment to their jobs. Therefore, improving workplace conditions is essential for strengthening employee happiness and organizational sustainability.

Previous studies have extensively examined the relationship between perceived organizational support and employee well-being across various organizational contexts (MySMARTS, 2024). These studies generally confirm that employees who receive stronger organizational support tend to experience higher job satisfaction, stronger commitment, and more positive emotional states at work. Research conducted in Indonesian public organizations also found that organizational support significantly influences employees' workplace attitudes and psychological well-being (Fauzi & Prasetyo, 2022). These findings indicate that supportive organizational practices are important for creating positive work experiences. However, most prior studies have focused primarily on organizational commitment and job performance rather than examining workplace happiness as the main outcome.

Studies on the work environment have also demonstrated its important contribution to employee well-being and work-related outcomes (Griffiths et al., 2021). Supportive physical and psychosocial workplace conditions are widely recognized as factors that enhance employees' comfort, motivation, and emotional attachment to work. Other empirical evidence shows that job satisfaction often mediates the relationship between workplace conditions and employee psychological well-being (Kundi & Badar, 2021). These findings imply that employees' satisfaction with their jobs may function as an important psychological mechanism linking organizational factors to workplace happiness. Nevertheless, studies that integrate perceived organizational support, work environment, job satisfaction, and workplace happiness within public social rehabilitation institutions remain relatively limited.

Despite the growing body of research on workplace well-being, prior studies have largely examined perceived organizational support, work environment, job satisfaction, and workplace happiness in corporate, educational, and general public-sector settings (Alcover et al., 2021; Caesens & Stinglhamber, 2020; Salas-Vallina et al., 2021). Existing evidence consistently demonstrates that organizational support and the work environment contribute to employee well-being and job satisfaction. However, limited attention has been given to public social rehabilitation institutions, where employees face distinctive emotional, relational, and service-oriented demands that may influence workplace happiness differently. Furthermore, although previous studies have investigated the direct relationships among these variables, empirical research examining the mediating role of job satisfaction in linking perceived organizational support and the work environment to workplace happiness remains relatively scarce, particularly within human service organizations in emerging economies. Therefore, this study addresses an important gap by testing an integrated mediation model in the context of the Wyata Guna Center Bandung. In doing so, it extends the workplace happiness literature to a public social rehabilitation setting and provides context-specific evidence on the mechanisms through which organizational and environmental factors shape employee happiness.

This study aims to examine the effects of perceived organizational support and the work environment on workplace happiness, with job satisfaction serving as a mediating variable among employees of public social rehabilitation institutions. Specifically, the study seeks to explain how organizational and environmental resources contribute to employees' positive emotional experiences within a public social service institution. It also aims to clarify the psychological mechanism through which job satisfaction mediates the relationship between organizational factors and workplace happiness. The findings are expected to enrich the literature on workplace well-being, particularly in the context of social rehabilitation institutions in emerging economies. Furthermore, this study is expected to provide practical insights for organizational leaders in developing employee-centered strategies to strengthen workplace well-being and service quality.

## **Hypotheses Development**

### ***Perceived Organizational Support and Job Satisfaction***

Perceived organizational support reflects employees' belief that their organization values their contributions and cares about their well-being, which is consistent with Organizational Support Theory (Kurtessis et al., 2017). Employees who perceive higher organizational support are more likely to feel appreciated, psychologically secure, and emotionally connected to the organization. Social Exchange Theory further explains that supportive treatment from organizations encourages employees to reciprocate through positive work attitudes, including stronger satisfaction with their jobs (Caesens et al., 2021). In social service institutions, organizational support may strengthen employees' confidence in performing emotionally demanding tasks and reduce psychological strain at work. Therefore, stronger perceived organizational support is expected to increase employees' job satisfaction.

H1: Perceived organizational support has a positive effect on job satisfaction.

### ***Work Environment and Job Satisfaction***

The work environment refers to the physical and psychosocial conditions surrounding employees while they carry out their work responsibilities. The relationship between work environment and job satisfaction can be explained through Herzberg's Two-Factor Theory, which identifies working conditions as hygiene factors that help prevent dissatisfaction and support positive attitudes toward work when adequately managed (Zhou et al., 2022). A conducive work environment characterized by physical comfort, safety, supportive supervision, and positive interpersonal relationships enables employees to perform their tasks more effectively and with lower levels of work-related strain. Consequently, employees are more likely to develop favorable evaluations of their jobs and experience greater satisfaction. Recent empirical studies have demonstrated that supportive workplace conditions significantly enhance job satisfaction by improving employees' perceptions of comfort, support, and overall well-being in the workplace (Al-Omari & Okasheh, 2022). Therefore, a supportive work environment is expected to positively influence employees' job satisfaction.

H2: Work environment has a positive effect on job satisfaction.

### ***Perceived Organizational Support and Workplace Happiness***

Perceived organizational support is an important organizational resource that contributes to employees' emotional well-being and positive psychological experiences at work, as explained by Organizational Support Theory (Neves & Eisenberger, 2014). Employees who believe that their organization supports and values them tend to experience stronger emotional attachment and greater enthusiasm toward their work. Empirical evidence further demonstrates that supportive organizational practices positively influence employees' happiness and psychological well-being in workplace settings (Maan et al., 2020). In social service institutions, supportive organizational treatment may reduce emotional exhaustion and strengthen employees' sense of meaning in their work. Therefore, perceived organizational support is expected to positively influence workplace happiness.

H3: Perceived organizational support has a positive effect on workplace happiness.

### ***Work Environment and Workplace Happiness***

The work environment plays an important role in shaping employees' emotional experiences because workplace conditions directly influence comfort, motivation, and psychological well-being, as explained by Herzberg's motivational perspective (Griffiths et al., 2021). A positive work environment allows employees to interact effectively, perform tasks comfortably, and maintain emotional stability while carrying out their responsibilities. Prior research also shows that healthy workplace environments significantly contribute to employees' happiness and positive emotional states at work (Soomro et al., 2022). Employees who experience supportive physical and psychosocial conditions are more likely to develop favorable perceptions of their jobs and broader organizational experiences. Accordingly, a conducive work environment is expected to strengthen workplace happiness among employees.

H4: Work environment has a positive effect on workplace happiness.

### ***Job Satisfaction and Workplace Happiness***

Job satisfaction reflects employees' evaluative judgment of the extent to which their work experiences meet their expectations and personal needs, which aligns with Subjective Well-Being Theory (Judge et al., 2020). Employees who are satisfied with their jobs are more likely to experience positive emotions, stronger motivation, and greater psychological comfort in the workplace. Previous findings also confirm that job satisfaction significantly contributes to employee happiness and broader well-being outcomes in organizational contexts (Tadić Vujčić et al., 2021). In human service institutions, satisfied employees are more capable of

maintaining emotional balance while managing demanding work responsibilities. Therefore, higher job satisfaction is expected to positively influence workplace happiness.

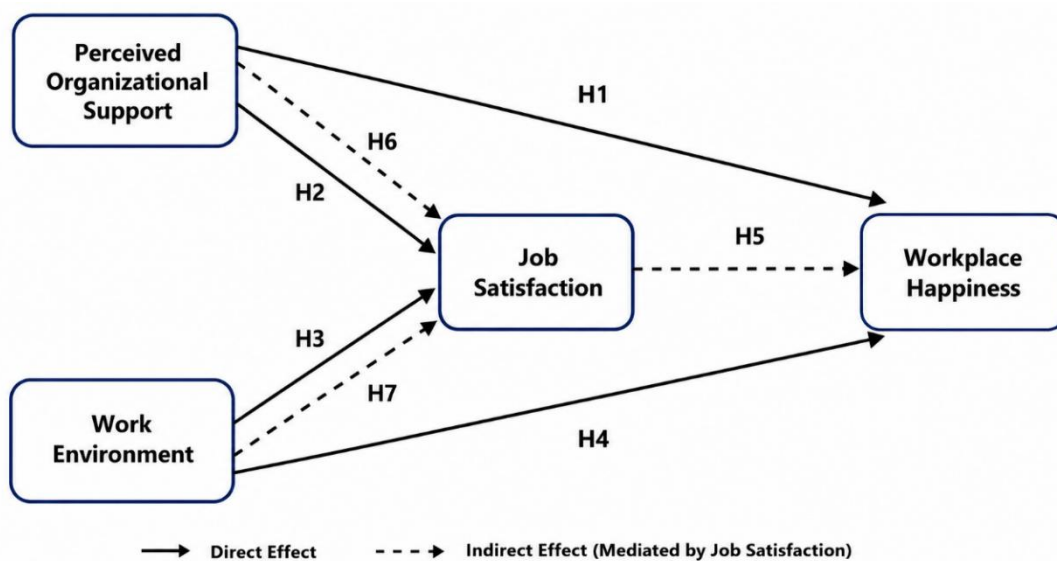
H5: Job satisfaction has a positive effect on workplace happiness.

***The Mediating Role of Job Satisfaction in the Relationship Between Perceived Organizational Support and Workplace Happiness***

The mediating role of job satisfaction can be explained through the integration of Social Exchange Theory and Subjective Well-Being Theory, in which supportive organizational treatment encourages positive employee evaluations that subsequently influence psychological well-being (Cropanzano et al., 2017). Employees who perceive strong organizational support are likely to develop greater job satisfaction because they feel respected, valued, and fairly treated by the organization. Empirical evidence also indicates that job satisfaction functions as an important psychological mechanism linking organizational support with employee well-being and happiness (Chinomona & Sandada, 2021). In social service institutions, organizational support may not directly create happiness unless employees first evaluate their work experiences positively through job satisfaction. Therefore, job satisfaction is expected to mediate the relationship between perceived organizational support and workplace happiness.

H6: Job satisfaction mediates the relationship between perceived organizational support and workplace happiness.

**Figure 1. Research Framework**



Source: Developed by the authors (2026)

***The Mediating Role of Job Satisfaction in the Relationship Between Work Environment and Workplace Happiness***

The mediating effect of job satisfaction in the relationship between work environment and workplace happiness can be understood through Herzberg’s Two-Factor Theory and Subjective Well-Being Theory (Zito et al., 2019). Employees who work in supportive and comfortable environments are more likely to evaluate their jobs positively because workplace conditions reduce stress and improve emotional experiences. Previous studies further reveal

that favorable work environments indirectly enhance workplace happiness through increased job satisfaction (Kundi & Badar, 2021). In social rehabilitation institutions, employees who perceive a conducive work environment may develop stronger job satisfaction, which subsequently strengthens their happiness at work. Therefore, job satisfaction is expected to mediate the relationship between work environment and workplace happiness.

H7: Job satisfaction mediates the relationship between work environment and workplace happiness.

**METHOD**

This study employed a quantitative approach with an explanatory research design to examine the relationships among perceived organizational support, work environment, job satisfaction, and workplace happiness among employees of the Wyata Guna Center Bandung, Indonesia. A cross-sectional survey design was applied, in which data were collected at a single point in time through questionnaires distributed to employees. The quantitative approach was considered appropriate because the study aimed to test causal relationships among latent variables and evaluate mediation effects within a structured research model (Sekaran & Bougie, 2020). The population of this study consisted of approximately 750 employees working at the institution. From this population, 200 respondents were selected to participate in the study.

This study used purposive sampling to select respondents who met the criteria relevant to the research objectives. The respondents were employees of the Wyata Guna Center Bandung who were actively working during the data collection period and had sufficient work experience to evaluate perceived organizational support, work environment, job satisfaction, and workplace happiness. Purposive sampling was considered appropriate because it enables researchers to obtain information from participants who possess relevant knowledge and experience related to the phenomenon under investigation (Etikan & Bala, 2017). A total of 200 valid responses were collected and used in the analysis. This sample size was considered adequate for examining the proposed research model. However, because the study used purposive sampling and was conducted in a specific institutional context, the findings should be interpreted contextually and may not be fully generalizable to other organizational settings.

**Table 1. Operationalization of Research Variables**

<b>Construct</b>	<b>Item Code</b>	<b>Statement</b>	<b>Reference</b>
Perceived Organizational Support (POS)	POS1	The organization appreciates my contribution to achieving organizational goals.	Eisenberger et al. (2021)
	POS2	The organization recognizes my work achievements.	
	POS3	The organization cares about my well-being.	
	POS4	I receive adequate support to perform my job effectively.	
	POS5	The organization values my opinions regarding work-related issues.	
	POS6	The organization provides assistance when I face work difficulties.	
	POS7	The organization treats employees fairly and respectfully.	
	POS8	The organization shows concern for employees' professional development.	

<b>Construct</b>	<b>Item Code</b>	<b>Statement</b>	<b>Reference</b>
Work Environment (WE)	WE1	The physical workplace is comfortable for performing my tasks.	Raziq and Maulabakhsh (2015)
	WE2	Workplace facilities support my work activities.	
	WE3	The workplace is clean and well maintained.	
	WE4	The workplace provides a safe environment.	
	WE5	Communication among employees is effective.	
	WE6	Coworkers are supportive and cooperative.	
	WE7	Supervisors create a positive work atmosphere.	
	WE8	The work environment promotes mutual respect.	
	WE9	I feel psychologically safe in the workplace.	
	WE10	Coordination among work units runs smoothly.	
Job Satisfaction (JS)	JS1	I am satisfied with my current job responsibilities.	Judge et al. (2020)
	JS2	I am satisfied with the recognition I receive.	
	JS3	My work meets my expectations.	
	JS4	I am satisfied with my relationship with colleagues.	
	JS5	I am satisfied with the support provided by my supervisor.	
	JS6	I am satisfied with opportunities for personal growth.	
	JS7	Overall, I am satisfied with my job in this institution.	
Workplace Happiness (WH)	WH1	I frequently experience positive emotions while working.	Fisher (2010)
	WH2	My work gives me a sense of meaning and purpose.	
	WH3	I feel emotionally fulfilled in my work.	
	WH4	I feel enthusiastic about my daily work activities.	
	WH5	I enjoy working in this organization.	
	WH6	I feel motivated when carrying out my responsibilities.	
	WH7	I feel proud to be part of this institution.	
	WH8	My work contributes positively to my overall well-being.	
	WH9	I feel psychologically comfortable at work.	
	WH10	Overall, I feel happy working in this organization.	

Source: Compiled by the authors (2026)

## RESULT AND DISCUSSION

### Respondents' Characteristics

This study involved 200 employees of the Wyata Guna Center Bandung who met the research criteria and completed the questionnaire. The respondents represented diverse demographic backgrounds, including gender, age, educational level, and length of service. Most respondents had sufficient work experience to provide informed assessments of perceived organizational support, work environment, job satisfaction, and workplace happiness. Before data analysis, all responses were examined for completeness and consistency, and only valid questionnaires were included in the final dataset. A detailed description of the respondents' characteristics is presented in Table 2.

**Table 2. Respondents' Characteristics**

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	82	41.0
	Female	118	59.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Age	≤ 30 years	46	23.0
	31–40 years	74	37.0
	> 40 years	80	40.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Length of Service	< 5 years	38	19.0
	5–10 years	67	33.5
	> 10 years	95	47.5
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Educational Level	Senior High School	34	17.0
	Diploma	28	14.0
	Bachelor's Degree	112	56.0
	Postgraduate Degree	26	13.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>

Source: Processed data (2026)

Table 2 presents the demographic characteristics of the respondents. Female employees comprised 59.0% of the sample, while male employees accounted for 41.0%. Most respondents were over 40 years old and had worked at the institution for more than 10 years, indicating substantial work experience. In terms of educational background, the majority of respondents held a bachelor's degree. Overall, these characteristics suggest that the respondents had adequate educational qualifications and organizational experience to provide informed assessments of perceived organizational support, work environment, job satisfaction, and workplace happiness.

### Descriptive Statistics

Descriptive analysis was conducted to examine employees' perceptions of perceived organizational support, work environment, job satisfaction, and workplace happiness. The results indicated relatively high mean scores with low standard deviations, suggesting that respondents generally provided positive and consistent assessments of the measured variables. These findings offer an initial overview of employees' perceptions within the institution. However, descriptive analysis only describes the tendency and distribution of responses and does not explain the causal relationships among the variables.

**Table 3. Descriptive Statistics**

Item Code	N	Min	Max	Mean	SD
POS1	200	2	5	4.01	0.56
POS2	200	2	5	3.98	0.59
POS3	200	1	5	4.05	0.53
POS4	200	2	5	4.00	0.55
POS5	200	2	5	4.07	0.52
POS6	200	1	5	3.96	0.60
POS7	200	2	5	4.10	0.50
POS8	200	2	5	4.03	0.54
WE1	200	2	5	3.94	0.58
WE2	200	2	5	3.97	0.56
WE3	200	1	5	3.90	0.61
WE4	200	2	5	3.99	0.55
WE5	200	2	5	4.02	0.53
WE6	200	1	5	3.88	0.62
WE7	200	2	5	4.01	0.54
WE8	200	2	5	3.95	0.57
WE9	200	1	5	3.92	0.59
WE10	200	2	5	3.98	0.55
WH1	200	2	5	4.15	0.48
WH2	200	2	5	4.18	0.46
WH3	200	1	5	4.10	0.52
WH4	200	2	5	4.20	0.45
WH5	200	2	5	4.17	0.47
WH6	200	1	5	4.08	0.54
WH7	200	2	5	4.22	0.44
WH8	200	2	5	4.14	0.49
WH9	200	1	5	4.11	0.51
WH10	200	2	5	4.19	0.46
JS1	200	2	5	4.06	0.52
JS2	200	2	5	4.10	0.50
JS3	200	1	5	4.00	0.56
JS4	200	2	5	4.12	0.48
JS5	200	2	5	4.08	0.51
JS6	200	1	5	3.97	0.58
JS7	200	2	5	4.11	0.49

Source: Processed data (2026)

The descriptive analysis indicates that respondents generally had positive perceptions of perceived organizational support, work environment, job satisfaction, and workplace happiness. The mean scores ranged from 3.88 to 4.22, with the highest score recorded for WH7 (4.22) and the lowest score recorded for WE6 (3.88). The standard deviation values ranged from 0.44 to 0.62, indicating relatively consistent responses among employees. Overall, these findings suggest that respondents shared similarly positive views regarding organizational support, workplace conditions, job satisfaction, and happiness at work.

### Measurement Model Assessment

The measurement model was evaluated by examining internal consistency reliability, convergent validity, and discriminant validity. The results indicated that all constructs satisfied the recommended threshold values for Cronbach's alpha, rho\_A, composite reliability, outer loadings, and average variance extracted (AVE). These results confirm that the measurement

items were reliable and demonstrated adequate convergent validity. Furthermore, all heterotrait-monotrait ratio (HTMT) values were below the threshold of 0.90, indicating satisfactory discriminant validity among the constructs. Therefore, the measurement model was considered valid and reliable for further structural model analysis.

**Table 4. Outer Loadings**

<b>Indicator</b>	<b>Outer Loading</b>	<b>Decision</b>
POS1	0.72	Valid
POS2	0.75	Valid
POS3	0.78	Valid
POS4	0.74	Valid
POS5	0.80	Valid
POS6	0.70	Valid
POS7	0.82	Valid
POS8	0.76	Valid
WE1	0.71	Valid
WE2	0.74	Valid
WE3	0.69	Valid
WE4	0.76	Valid
WE5	0.79	Valid
WE6	0.68	Valid
WE7	0.81	Valid
WE8	0.73	Valid
WE9	0.70	Valid
WE10	0.77	Valid
WH1	0.80	Valid
WH2	0.82	Valid
WH3	0.75	Valid
WH4	0.84	Valid
WH5	0.81	Valid
WH6	0.73	Valid
WH7	0.86	Valid
WH8	0.78	Valid
WH9	0.76	Valid
WH10	0.83	Valid
JS1	0.76	Valid
JS2	0.79	Valid
JS3	0.72	Valid
JS4	0.81	Valid
JS5	0.78	Valid
JS6	0.70	Valid
JS7	0.83	Valid

Source: Processed data (2026)

Table 4 presents the outer loading values of all measurement indicators used in this study. The results show that the outer loading values ranged from 0.68 to 0.86, exceeding the minimum acceptable threshold of 0.60 for exploratory PLS-SEM analysis (Hair et al., 2021). Although two indicators, WE3 (0.69) and WE6 (0.68), were slightly below the commonly recommended benchmark of 0.708, they were retained because all constructs achieved satisfactory composite reliability and average variance extracted (AVE) values. In addition, these indicators remained theoretically relevant for representing the work environment construct. Therefore, all indicators were considered valid and retained for subsequent analysis.

**Reliability Test**

The reliability test was conducted to evaluate the internal consistency of the measurement items used in this study. Reliability was assessed using Cronbach's alpha, rho\_A, and composite reliability. Values above 0.70 indicate acceptable internal consistency, suggesting that the indicators consistently measure their respective constructs.

**Table 5. Composite Reliability and Convergent Validity Results**

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE	Decision
POS	0.89	0.90	0.91	0.56	Reliable and Valid
WE	0.87	0.88	0.89	0.53	Reliable and Valid
JS	0.90	0.91	0.92	0.58	Reliable and Valid
WH	0.91	0.92	0.93	0.60	Reliable and Valid

Source: Processed data (2026)

Table 5 presents the results of the reliability and convergent validity assessment for all constructs. The findings show that the Cronbach's alpha, rho\_A, and composite reliability values exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency reliability. In addition, all average variance extracted (AVE) values were above 0.50, confirming that the constructs demonstrated adequate convergent validity. Therefore, the measurement model was considered reliable, valid, and suitable for further structural model analysis.

**Discriminant Validity**

Table 6 presents the Heterotrait–Monotrait Ratio (HTMT) values used to assess discriminant validity among the constructs in the research model. HTMT analysis was conducted to determine whether each construct was empirically distinct from the other constructs included in the study. Discriminant validity is considered adequate when the HTMT value is below the recommended threshold of 0.90.

**Table 6. Heterotrait–Monotrait Ratio (HTMT) Results**

Construct	POS	WE	JS	WH
POS	—			
WE	0.684	—		
JS	0.731	0.702	—	
WH	0.756	0.724	0.811	—

Source: Processed data (2026)

The results show that all HTMT values were below the recommended threshold of 0.90, ranging from 0.684 to 0.811. The highest HTMT value was found between job satisfaction and workplace happiness, whereas the lowest value was observed between perceived organizational support and work environment. These findings indicate that all constructs were empirically distinct from one another and satisfied the discriminant validity requirement.

**Structural Model Assessment and Hypotheses Testing**

The structural model was evaluated using coefficients of determination ( $R^2$ ), path coefficients, t-statistics, and p-values obtained through bootstrapping with 5,000 subsamples. Collinearity was assessed using Variance Inflation Factor (VIF) values, while predictive relevance was

examined using Q<sup>2</sup> statistics. The results indicate that the structural model demonstrated adequate explanatory and predictive power. In addition, the hypothesized relationships were statistically supported based on the bootstrapping results.

**Table 7. Coefficients of Determination (R<sup>2</sup>)**

Endogenous Construct	R <sup>2</sup>	Category
JS	0.58	Moderate
WH	0.64	Substantial

Source: Processed data (2026)

As shown in Table 7, perceived organizational support and work environment jointly explained 58% of the variance in job satisfaction. Furthermore, perceived organizational support, work environment, and job satisfaction jointly explained 64% of the variance in workplace happiness. These findings indicate that the model has moderate explanatory power for job satisfaction and substantial explanatory power for workplace happiness. Overall, the R<sup>2</sup> values suggest that the proposed model is sufficiently capable of explaining variations in the endogenous constructs.

**Table 8. Path Coefficients of the Structural Model**

Relationship	Path Coefficient (β)
Perceived Organizational Support → Job Satisfaction	0.41
Work Environment → Job Satisfaction	0.36
Perceived Organizational Support → Workplace Happiness	0.29
Work Environment → Workplace Happiness	0.27
Job Satisfaction → Workplace Happiness	0.38

Source: Processed data (2026)

Table 8 presents the path coefficients of the structural model. The results show that all structural relationships had positive path coefficients. The strongest direct effect was found in the relationship between perceived organizational support and job satisfaction (β = 0.41), followed by the effect of job satisfaction on workplace happiness (β = 0.38). These findings indicate that perceived organizational support and work environment contribute positively to employees' job satisfaction and workplace happiness. Furthermore, job satisfaction plays an important role in explaining how organizational and environmental conditions are linked to employees' happiness at work.

**Table 9. Model Fit and Additional Structural Diagnostics**

Indicator	Value	Guideline	Interpretation
SRMR	0.062	< 0.08	Acceptable
NFI	0.91	> 0.90	Acceptable

Source: Processed data (2026)

Based on the SmartPLS output, the SRMR value of 0.062 and the NFI value of 0.91 indicate that the model achieved an acceptable level of fit. However, in PLS-SEM, model fit indices such as SRMR and NFI should be interpreted as supplementary diagnostic measures rather than as the sole basis for determining model adequacy. Therefore, the overall quality of the model should also be evaluated through measurement reliability, convergent validity, discriminant validity, collinearity diagnostics, explanatory power, and predictive relevance. Overall, the results suggest that the model is adequate for hypothesis testing.

**Table 10. Hypothesis Testing Results**

Relationship	Direct Effect ( $\beta$ )	Indirect Effect ( $\beta$ )	Total Effect ( $\beta$ )	t-statistic	p-value	Decision
POS $\rightarrow$ JS	0.41	—	0.41	6.52	< 0.001	Supported
WE $\rightarrow$ JS	0.36	—	0.36	5.89	< 0.001	Supported
POS $\rightarrow$ WH	0.29	—	0.29	4.78	< 0.001	Supported
WE $\rightarrow$ WH	0.27	—	0.27	4.35	< 0.001	Supported
JS $\rightarrow$ WH	0.38	—	0.38	6.11	< 0.001	Supported
POS $\rightarrow$ JS $\rightarrow$ WH	0.29	0.156	0.446	4.02	< 0.001	Supported
WE $\rightarrow$ JS $\rightarrow$ WH	0.27	0.137	0.407	3.78	< 0.001	Supported

Source: Processed data (2026)

Table 10 shows that all proposed hypotheses were supported, indicating significant positive relationships among the study variables. Perceived organizational support and work environment significantly increased both job satisfaction and workplace happiness, while job satisfaction also had a positive effect on workplace happiness. The strongest direct effect was found in the relationship between perceived organizational support and job satisfaction ( $\beta = 0.41$ ), followed by the relationship between job satisfaction and workplace happiness ( $\beta = 0.38$ ). Furthermore, job satisfaction significantly mediated the effects of perceived organizational support and work environment on workplace happiness. Since both the direct and indirect effects remained significant, the mediation can be classified as complementary partial mediation.

## Discussion

Perceived organizational support was found to have a significant positive effect on employee job satisfaction. This finding suggests that employees who perceive greater organizational attention, appreciation, and support are more likely to evaluate their jobs positively. At the Wyata Guna Center Bandung, perceived organizational support is reflected in fair treatment, leadership attention, work-related assistance, and recognition of employees' contributions to public service delivery. Such support helps employees feel valued, trusted, and emotionally secure in carrying out their responsibilities. Consequently, employees develop more positive work experiences and higher levels of job satisfaction. This relationship is particularly important in social service institutions, where employees often encounter demanding responsibilities and emotional pressures. In this context, organizational support functions as an important source of motivation and encouragement. This finding is consistent with previous studies showing that perceived organizational support significantly enhances employee job satisfaction (Alcover et al., 2021; Chinomona & Sandada, 2021).

In addition to organizational support, the work environment also plays an important role in shaping employee job satisfaction. A comfortable, safe, and supportive workplace enables employees to evaluate their jobs more positively. At the Wyata Guna Center Bandung, a conducive work environment allows employees to perform service-related responsibilities more effectively while reducing stress and discomfort. Adequate facilities, supportive interpersonal relationships, effective communication, and a psychologically secure atmosphere contribute to more satisfying work experiences. These conditions encourage employees to develop positive attitudes toward their jobs and strengthen their attachment to the institution. Therefore, a supportive work environment is an important factor in enhancing employee job satisfaction. This finding aligns with previous studies reporting a positive relationship between work environment and job satisfaction (Soomro et al., 2022).

Beyond its influence on job satisfaction, perceived organizational support also contributes directly to workplace happiness. Employees who feel appreciated, supported, and valued by the organization tend to experience higher levels of happiness and psychological well-being at work. At the Wyata Guna Center Bandung, organizational support is especially important

because employees are involved in demanding social service activities that require emotional stability and strong interpersonal interaction. Fair treatment, recognition, supportive leadership, and organizational concern help employees develop positive perceptions of their work and workplace. These conditions strengthen employees' sense of belonging, reduce work-related pressure, and promote positive emotional experiences. Thus, greater perceived organizational support contributes to higher workplace happiness. This finding is consistent with previous studies reporting a positive relationship between perceived organizational support and workplace happiness (Caesens & Stinglhamber, 2020; Rahmawati & Fauzan, 2023).

A similar pattern can be observed in the relationship between the work environment and workplace happiness. Employees who perceive their workplace as comfortable, safe, and supportive tend to experience stronger emotional well-being and more positive feelings at work. At the Wyata Guna Center Bandung, a conducive work environment helps employees manage their responsibilities more effectively and maintain emotional stability while providing social services. Supportive interpersonal relationships, effective communication, adequate facilities, and psychological comfort contribute to a more positive workplace experience. These findings indicate that both physical and psychosocial workplace conditions are important for enhancing employee well-being. Therefore, improving the quality of the work environment can strengthen workplace happiness among employees. This finding supports previous studies showing that the work environment positively influences workplace happiness and employee well-being (Al-Omari & Okasheh, 2022; Soomro et al., 2022).

Job satisfaction further strengthens this explanation by showing a significant positive effect on workplace happiness. Employees who are satisfied with their work tend to experience greater emotional well-being, positive feelings, and psychological comfort in the workplace. In the context of the Wyata Guna Center Bandung, employees who evaluate their work responsibilities, recognition, and overall work experiences positively are more likely to feel happy while performing their duties. This relationship is particularly relevant in social service institutions, where employees often manage both administrative and emotional responsibilities. Job satisfaction strengthens employees' sense of achievement, meaning, and fulfillment, which subsequently enhances workplace happiness. Therefore, job satisfaction can be understood as an important psychological foundation for creating positive workplace experiences. This finding is consistent with previous studies showing that job satisfaction significantly influences workplace happiness and employee well-being (Kundi & Badar, 2021; Salas-Vallina et al., 2021).

The mediating role of job satisfaction provides a deeper understanding of how perceived organizational support contributes to workplace happiness. Organizational support does not only enhance happiness directly, but also indirectly by improving employees' satisfaction with their jobs. Employees who perceive strong organizational attention, recognition, and support tend to evaluate their jobs more positively, which then strengthens their emotional well-being at work. In the context of the Wyata Guna Center Bandung, job satisfaction serves as an important psychological mechanism that translates organizational support into workplace happiness. This mechanism is particularly relevant in social service institutions, where employees often face emotionally demanding responsibilities and rely on organizational support to maintain motivation and well-being. This finding is consistent with previous studies showing that job satisfaction mediates the relationship between organizational support and workplace happiness (Bani-Melhem et al., 2021; Chinomona & Sandada, 2021).

Job satisfaction also mediates the relationship between the work environment and workplace happiness. A supportive work environment contributes to happiness by first enhancing employees' satisfaction with their work. Employees who experience comfortable working conditions, positive interpersonal relationships, and a supportive psychosocial climate tend to evaluate their jobs more positively. This positive evaluation subsequently strengthens their emotional well-being and happiness in the workplace. At the Wyata Guna Center Bandung, job satisfaction functions as an important psychological bridge that connects favorable workplace conditions with broader feelings of workplace happiness. This relationship is

especially important in social service institutions, where employees must manage demanding service responsibilities and emotional interactions. This finding is consistent with previous studies demonstrating that job satisfaction mediates the relationship between work environment and workplace happiness (Soomro et al., 2022; Zhou et al., 2022).

## CONCLUSION

This study examined the effects of perceived organizational support and work environment on workplace happiness, with job satisfaction serving as a mediating variable. Specifically, it aimed to explain how organizational and environmental factors contribute to workplace happiness both directly and indirectly through employees' satisfaction with their work.

The findings demonstrate that perceived organizational support and work environment have significant positive effects on both job satisfaction and workplace happiness. Employees who perceive stronger organizational support and more favorable workplace conditions tend to experience greater satisfaction with their jobs and higher levels of happiness at work. Job satisfaction also has a significant positive effect on workplace happiness, indicating that employees who evaluate their work experiences positively are more likely to develop positive emotional states in the workplace. Furthermore, job satisfaction significantly mediates the relationships between perceived organizational support, work environment, and workplace happiness, indicating complementary partial mediation. This suggests that workplace happiness is shaped not only by organizational and environmental factors directly, but also by the extent to which employees feel satisfied with their work experiences.

These findings offer important practical implications for managers and policymakers in social service institutions. To enhance workplace happiness, institutions should strengthen organizational support through fair treatment, recognition, supportive leadership, and adequate work resources. In addition, organizations need to create a supportive work environment by improving workplace conditions, fostering positive interpersonal relationships, and promoting psychological safety. Efforts to increase job satisfaction through effective communication, fair reward systems, and employee development programs may further strengthen workplace happiness. Improved employee well-being is expected to contribute to higher service quality, greater employee productivity, and more effective service delivery, thereby supporting institutional performance and public-sector human capital development.

Several limitations should be considered when interpreting the findings. The use of purposive sampling and data collection from a single institution may limit the generalizability of the results. In addition, the cross-sectional research design prevents strong causal conclusions from being drawn. The reliance on self-reported questionnaires may also increase the risk of common-method bias. Future studies are therefore encouraged to employ longitudinal designs, involve broader and more diverse samples, and examine additional variables such as leadership style, organizational culture, and psychological capital to provide a deeper understanding of workplace happiness.

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