

# The Effect of Happiness and Positive Organizational Behavior on Productivity in the Workplace

Factors Influencing  
Productivity in  
Workplace

Sri Wahyuningsih  
Politeknik Piksi Ganesha Indonesia; Kebumen, Indonesia  
E-Mail: yuni\_delpipo@yahoo.co.id

5315

Sotya Partiw E  
Politeknik Piksi Ganesha Indonesia; Kebumen, Indonesia

Wenny Marlina  
Politeknik Piksi Ganesha Indonesia; Kebumen, Indonesia

Submitted:  
OCTOBER 2025

Accepted:  
DECEMBER 2025

Siti Nur Azizah  
UIN Sunan Kalijaga; Yogyakarta, Indonesia

## ABSTRACT

*This study analyzes the effect of happiness and organizational behavior on employee productivity in the workplace. The research involved 123 employee respondents from seven Indonesian provinces and applied the Partial Least Squares Structural Equation Model (PLS-SEM) for data analysis. The results show that employees' feelings of happiness and positive organizational behavior positively influence work productivity in the studied workplaces. Happiness in the workplace reflects feelings of pleasure, sincerity, and commitment in performing job duties, which in turn enhances performance. Likewise, positive organizational behavior plays a crucial role in shaping employee attitudes through positive culture, work environment norms, and effective communication, ultimately improving productivity. The findings confirm that happiness can motivate employees to create positive value and contribute meaningfully to organizational success, while positive organizational behavior strengthens performance through supportive psychological and social factors. These findings imply that psychological capital components play a critical role in enhancing employee productivity and positive organizational behavior. Strengthening happiness, self-efficacy, hope, resilience, and optimism within the workplace can serve as an effective strategic approach for organizations to improve individual performance and organizational outcomes.*

**Keywords:** Employee Productivity, Happiness, PLS-SEM, Positive Organizational Behavior, Productivity, Workplace Performance.

## ABSTRAK

*Studi ini menganalisis pengaruh kebahagiaan dan perilaku organisasi terhadap produktivitas karyawan di tempat kerja menggunakan pendekatan kuantitatif. Penelitian ini melibatkan 123 responden karyawan dari tujuh provinsi di Indonesia dan menerapkan Partial Least Squares Structural Equation Model (PLS-SEM) untuk analisis data. Hasilnya menunjukkan bahwa perasaan bahagia karyawan dan perilaku organisasi positif memengaruhi produktivitas kerja secara positif di tempat kerja yang diteliti. Kebahagiaan di tempat kerja mencerminkan perasaan senang, ketulusan, dan komitmen dalam menjalankan tugas pekerjaan, yang pada gilirannya meningkatkan kinerja secara keseluruhan. Demikian pula, perilaku organisasi positif memainkan peran penting dalam membentuk sikap karyawan melalui budaya positif, norma lingkungan kerja, dan komunikasi yang efektif, yang pada akhirnya meningkatkan produktivitas. Temuan ini menegaskan bahwa kebahagiaan dapat memotivasi karyawan untuk menciptakan nilai positif dan*

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 13 No. 6, 2025  
pp. 5315-5326  
IBI Kesatuan  
ISSN 2337 – 7860  
E-ISSN 2721 – 169X  
DOI: 10.37641/jimkes.v13i6.4320

*berkontribusi secara berarti bagi keberhasilan organisasi, sementara perilaku organisasi positif memperkuat kinerja melalui faktor psikologis dan sosial yang mendukung. Hasil ini mengimplikasikan bahwa komponen modal psikologis memiliki peran yang sangat penting dalam meningkatkan produktivitas karyawan dan perilaku organisasi positif. Oleh karena itu, organisasi perlu secara strategis mengembangkan kebahagiaan, efikasi diri, harapan, resiliensi, dan optimisme di lingkungan kerja sebagai upaya untuk meningkatkan kinerja individu serta mencapai kinerja organisasi yang lebih optimal.*

**Kata kunci:** *Produktivitas Karyawan, Kebahagiaan, PLS-SEM, Perilaku Organisasi Positif, Produktivitas, Kinerja Tempat Kerja.*

## **INTRODUCTION**

In today's highly competitive and dynamic global economy, productivity has become a critical indicator of organizational and national progress (Johnson et al., 2017). Across countries, organizations strive to maximize human capital as one of the most valuable resources in driving performance and competitiveness (Coo & Salanova, 2018; Bellet et al., 2024). Within this context, Indonesia faces important challenges in improving the productivity of its workforce, despite having the largest population in Southeast Asia. This condition indicates that despite Indonesia's vast human capital potential, the level of employee productivity remains suboptimal. Understanding the determinants of productivity among Indonesian employees is therefore crucial. In 2023, Indonesian workers recorded a productivity level of 14 US dollars per hour worked. This achievement placed Indonesia fifth among ASEAN member countries, just below Singapore, Brunei, Malaysia, and Thailand. However, on a global scale, Indonesia's productivity remains relatively low, ranking only 111th out of 189 countries (Ahdia, 2024).

Even though productivity has become an essential facet of work culture in the organization. In general terms, productivity refers to converting inputs such as human resources, money, and time into outputs. Understanding the employees' attitudes in today's dynamic work environment challenges organizations. Employee productivity is not a new concept in management, as it has evolved into a multi-dimensional concept. It is now linked to things like motivation, work-life balance, work environment, internet, service profit chain, and remuneration. Organizations are increasingly concerned about how to boost employee productivity (Hanaysha & Majid, 2018; Tarek, 2025). Meanwhile, factors that are no less important are external factors of the company or what is often referred to as internal factors of employees, including happiness and conflict (Alshurideh et al., 2023). Companies or organizations should maximize production factors as a place for coordinating many planned human activities to achieve a common goal through dividing tasks and functions, and a series of authorities and responsibilities. As previously mentioned, the main study has demonstrated that employee productivity is related to organizational performance. The higher the level of employee productivity, the better the organization's performance (Kour et al., 2019).

Research on work productivity has attracted the attention of many researchers (Ajibade & Salako, 2021; Marecki, 2023; Lestari et al., 2024). Among the indicators used are motivation variables, work environment variables, work-life balance, compensation/incentives, stress, burnout, and fatigue, as well as job satisfaction (Massoudi & Hamdi, 2017; Bawa, 2017; Hoboubi et al., 2017). The countries where the research was conducted were different, such as Pakistan, Bangladesh, the USA, California, Korea, Turkey, the UK, Nigeria, Kenya, India, Somalia, and Saudi Arabia. Only a few studies were conducted in Indonesia. The research institutions are also different, including the banking sector, hospitals, insurance, the oil industry, the service industry, and real estate consultancy.

Despite extensive studies on employee productivity across various countries and industries, little attention has been paid to the psychological and behavioral dimensions that influence productivity in Indonesia (Krekel et al., 2019; Ravina-Ripoll et al., 2024).

Previous research by Bawa (2017) focused on motivation, compensation, and the work environment, while aspects such as happiness and positive organizational behavior remain underexplored.

This study aims to analyze the extent to which happiness and positive organizational behavior influence employee productivity. This research investigates how happiness and positive organizational behavior impact the productivity of employees who work 35-40 hours per week. This research was conducted in Indonesia, where the Indonesian population works as employees in offices or companies. Therefore, the company is expected to produce output above expectations if it maximizes these two variables. Therefore, this study tries to determine the extent of the influence of happiness and organizational behavior on employee productivity in Indonesia.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **Mediating Effect of the Positive Organizational Behavior Model**

Positive organizational behavior has been defined at the micro-level as the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for productivity improvement in today's workplace (Cooper et al., 2025). Fliege and Wiernik (2018) found that positive organizational behavior has a strong relationship with core self-evaluative traits such as self-esteem, general self-efficacy, locus of control, and emotional stability. Positive organizational behavior adds value to employees by reducing the negative impacts of work, such as fatigue, boredom, and stress, that lead to unhappiness in the workplace. This encourages the creation of a positive environment by viewing employees as valuable assets that contribute to the organization's success. In this study, positive organizational behavior is represented by five psychological constructs: self-efficacy (self-confidence), hope, optimism, subjective well-being (happiness), and emotional intelligence. Meanwhile, four constructs known as psychological capital hope, resilience, optimism, and self-efficacy are used to assess the positive psychological state of human capital.

Research increasingly highlights the strong link between happiness and workplace efficiency. According to Forbes, happy employees can be up to 20% more productive. Johnson et al. (2017) note that happiness drives individuals to achieve success, while Misra and Srivastava (2022) emphasize that cheerful individuals experience positive mental states that improve well-being and performance. Similarly, Qaiser and Abid (2022) found that person-job fit enhances well-being, which in turn improves work performance. Peiró et al. (2021) show a consistent positive relationship between happiness, life satisfaction, and job satisfaction, motivating employees to be more productive and loyal to their organizations. Happiness at work reflects a positive emotional state that enables individuals to manage and influence their work environment to maximize performance and self-satisfaction (Pradila & Fadli, 2023). When employees feel happy at work, organizational efficiency naturally increases. In this context, positive organizational behavior can function as a mediating mechanism that strengthens the influence of happiness on productivity, as positive behaviors within the organization amplify the performance benefits derived from employees' positive emotional states.

H1: Happiness has a significant effect on productivity mediated by positive organizational behavior.

### **The Effect of Self-Efficacy and Hope on Productivity**

Past studies have shown that Positive Organizational Behavior (POB) positively influences employee performance, productivity, creativity, and dedication, contributing to organizational growth (Zulkifli & Binti Ali, 2017; Belal, 2019). POB adds value by mitigating negative work impacts such as fatigue, boredom, and stress, which lead to unhappiness. Its measurable and productivity-focused nature makes it essential for supporting employee performance. Historically, research has concentrated on the adverse

aspects of organizational behavior, including instability, disorganization, and chaos, whereas POB emphasizes the positive, constructive side of workplace dynamics.

Lopez-Garrido (2023) defines self-efficacy as an individual's assessment of their ability to organize and execute a series of actions required to achieve a specific level of performance. Similarly, Daud et al. (2025) explains self-efficacy as a belief, emphasizing it as one's confidence in managing attitudes toward the social environment. Previous research has shown that self-efficacy is positively associated with aspirations, goal attainment, job satisfaction, and performance. It is characterized as a positive measure of inspiration that can be obtained by implementing predetermined goals and developing plans to achieve them (Yadav, 2024). This desirable quality involves setting goals and creating motivation, while developing plans to achieve goals involves providing ways to achieve those goals and overcoming obstacles. An assessment tool known as the Adult Self-Efficacy Scale (ADHS) consists of twelve questions to measure self-efficacy.

Several empirical studies confirm the positive effect of self-efficacy on employee performance. For instance, a study among employees found that self-efficacy had a positive and significant effect on employee performance (Hidayat & Panjaitan, 2022). Similarly, research in a bakery firm in Mojokerto showed that self-efficacy, along with work motivation, significantly influenced employee performance (Munir & Arifin, 2021). Recent evidence reinforces this relationship: Juliansyah and Dandi (2023) found that hope has a significant positive effect on task performance, as employees with higher hope demonstrate stronger engagement and problem-solving capabilities.

H2: Self-efficacy has a positive effect on productivity.

H3: Hope has a positive effect on productivity.

### **The Effect of Resilience and Optimism on Productivity**

Resilience refers to the ability to recover or adapt in the face of adversity, conflict, failure, or positive change, enabling individuals to manage uncertainty and workplace challenges more effectively (Zehir & Narcıkara, 2016). Psychological resilience has been shown to positively influence psychological well-being (Duchek, 2020). The work environment plays a crucial role in shaping employee resilience, which is influenced by four elements: individual, job characteristics, team, and organizational factors identified by McEwen and Boyd (2018). These dimensions informed the development of hypothetical questions used to assess workplace resilience in this study.

Empirical research supports the positive influence of resilience on employee productivity. A study conducted among service employees in Bandar Lampung found that resilience had a positive and significant effect on work productivity, indicating that employees with stronger adaptive capacity are better able to manage pressure and maintain high performance levels (Insani & Putri, 2024). Similarly, a study among healthcare workers in Iran reported that employee resilience was significantly associated with higher productivity, demonstrating that resilient individuals are more capable of coping with workplace stressors while sustaining effective work outcomes (Khammaria et al., 2022).

Segerstrom et al. (2017) define optimism as the tendency to think and feel positively about future outcomes, fostering motivation and constructive responses to stressors. Individuals with an optimistic mindset generally view the world more favorably, exhibit positive lifestyles, and feel a greater sense of control. This study reframes the five aspects of optimism into analytical questions for data collection. Psychological capital research by Azizah et al. (2025) also shows that optimism enhances employee performance and productivity; optimism significantly boosts productivity by increasing motivation, persistence, and problem-solving abilities.

H4: Resilience has a positive effect on productivity.

H5: Optimism has a positive effect on productivity.

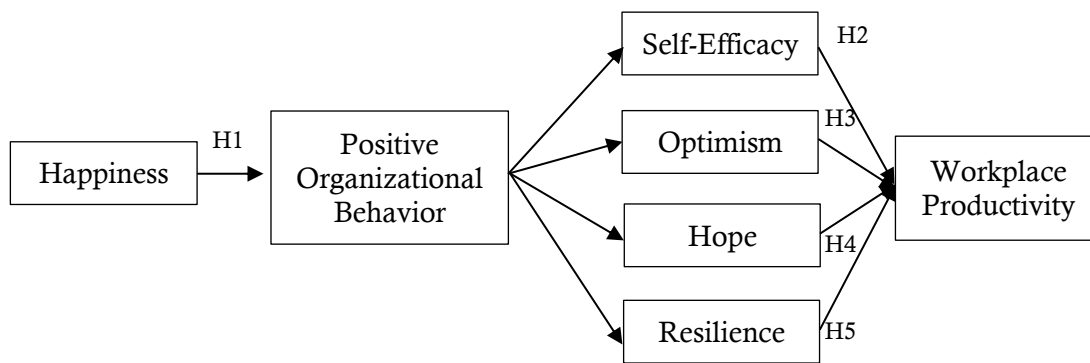


Figure 1. Conceptual Framework

Figure 1 shows the conceptual framework of the study, which illustrates the relationship between self-efficacy, happiness, and employee productivity. In this model, self-efficacy acts as an independent variable that directly influences happiness and four other positive psychological constructs: hope, optimism, resilience, and emotional intelligence. Furthermore, these five constructs collectively contribute to increasing employee productivity as the dependent variable. This model emphasizes that employee productivity is determined not only by self-efficacy but also by positive psychological conditions that shape well-being and happiness in the workplace.

## RESEARCH METHODS

This research employs a quantitative approach to examine the relationship between happiness and positive organizational behavior in enhancing employee performance. The population consists of Indonesians working in offices or companies, referred to as workers. Questionnaires were distributed online via Google Forms to the predetermined population. Non-probability sampling, specifically the purposive method, was used, as the study population needed to be discovered and met predefined criteria set by the researchers. This yielded 175 respondents, with 123 valid ones meeting the minimum sample size for SEM by Hair et al. (2017). This sample size is expected to avoid consistency problems with data processing results, as often occur in small samples. The sample of respondents consisted of employees spread across seven provinces in Indonesia. Respondents were selected using a systematic random sampling method. One hundred twenty-three respondents were selected for data analysis purposes, which was considered adequate (Bougie & Sekaran, 2019).

The survey questionnaire was divided into four sections. The first section addressed elements of employee performance, including quality, quantity, teamwork, responsibility, completion time, mastery of job tasks, skills, and punctuality, adapted from Ugoani (2020). The second section examined happiness, adapted from Graham and Ruiz Pozuelo (2017), consisting of elements such as self-respect, optimism, openness, self-control, and having positive goals. The third section contained elements of Positive Organizational Behavior (POB), adapted from Ogwueleka and Ikediashi (2021), which included self-efficacy, hope, optimism, and resilience. All items were assessed using a seven-point Likert scale ranging from “1: Strongly Disagree/Not Satisfied” to “5: Strongly Agree/Satisfied.” Since this study emphasizes employee performance, participant characteristics were strictly controlled.

The correlation between happiness and POB in enhancing employee performance was examined using the partial least squares Structural Equation Modeling (PLS-SEM) method. This technique was selected because it is well-suited for exploratory studies where the knowledge base and available information are still limited (Hair et al., 2017). Moreover, PLS-SEM is a latent variable modeling approach that allows the simultaneous assessment of multiple variables while accounting for measurement errors. It is also

widely employed due to its relatively strong statistical power in analyzing complex structural equation models with numerous constructs. For this study, data analysis was conducted using the SmartPLS 2.0 software.

**RESULTS**

The demographic profile of the respondents provides an overview of their gender, age distribution, job status, domicile, and educational background. This information helps illustrate the diversity of participants involved in the study and offers contextual insight into the characteristics of the sample. The table shows a balanced representation across multiple demographic categories, which supports the reliability of the subsequent analysis.

**Table 1.** Demographic Respondent

<b>Description</b>	<b>Information</b>	<b>Percentage</b>
Gender	Male	41%
	Female	59%
Age	17-30 Years	31%
	31-40 Years	51%
	41-50 Years	28%
	51-60 Years	13%
Job-status	Educator	37%
	Civil servant	17%
	Private employees	15%
	Administration	15%
	Bankers	10%
	Health Workers	10%
Domicile	First aid	14%
	Jakarta	35%
	Central Java	20%
	Yogyakarta	13%
	West Java	12%
	East Java	10%
	Sumatra	7%
Education	Kalimantan	3%
	Elementary school	0.0
	Junior high school	3%
	Senior high school	25%
	Bachelor's degree	63%
	Master's degree	9%

Table 1 shows that most of the respondents to this study were men aged 31-40 years with teaching status, including teachers and lecturers. While most respondents were from Jakarta (35%), this was because Jakarta is the center of the capital which is also the center of business activity, and there are various job vacancies; the regional minimum wage is high, so opportunities to expand networks can be done quickly. The two provinces are Central Java (20%), Yogyakarta (13%), West Java (12%), East Java (10%), Sumatra (7%), and Kalimantan (3%). A total of 123 respondents from 7 significant provinces in Indonesia are considered to be sufficiently representative of working employees.

The measurement model analysis encompassed an assessment of indicator loadings, average variance extracted, and composite reliability as key elements of convergent validity. It also examined discriminant validity by considering factor loadings and correlations among latent variables. These assessments were conducted to ensure content validity, which was supported by the factor loadings of the items. The 39 instrument items showed a loading value of 0.70, demonstrating a strong contribution to explaining the latent constructs.

**Table 2.** Measurement Model Indicators

Indicator	Item	Loading	CA	rho_A	CR	AVE
Happiness	HP1	0.755	0.868	0.898	0.901	0.602
	HP2	0.734				
	HP3	0.771				
	HP4	0.830				
	HP5	0.778				
	HP6	0.742				
	HP7	0.874				
	HP8	0.822				
	HP9	0.865				
	HP10	0.845				
Self-Efficacy	SE1	0.886	0.744	0.745	0.855	0.663
	SE2	0.845				
	SE3	0.885				
	SE4	0.852				
Optimism	OP1	0.886	0.833	0.845	0.900	0.750
	OP2	0.911				
	OP3	0.849				
	OP4	0.761				
Hope	H1	0.785	0.825	0.831	0.896	0.741
	H2	0.800				
	H3	0.784				
	H4	0.796				
	H5	0.796				
	H6	0.755				
Resilience	R1	0.734	0.857	0.903	0.913	0.778
	R2	0.771				
	R3	0.830				
	R4	0.778				
	R5	0.742				
Productivity	P1	0.874	0.876	0.902	0.906	0.617
	P2	0.822				
	P3	0.865				
	P4	0.845				
	P5	0.886				
	P6	0.845				
	P7	0.885				
	P8	0.852				
	P9	0.886				
	P10	0.911				

Table 2 shows the results of the validity and reliability tests for the research constructs, including Happiness, Self-Efficacy, Optimism, Hope, Resilience, and Productivity. Each indicator has a loading factor value above 0.70, indicating that all items have a significant contribution to their respective constructs. Cronbach's Alpha (CA) values for all variables ranged from 0.744 to 0.876, indicating a good level of internal reliability. Furthermore, Composite Reliability (CR) values ranged from 0.855 to 0.913, strengthening the measurement consistency of each construct. Meanwhile, the Average Variance Extracted (AVE) values for all variables were greater than 0.50 (0.602 to 0.778), indicating that convergent validity had been met. These results confirm that all indicators used in this study have adequate levels of validity and reliability to measure each construct.

Table 2 shows that the reflective evaluation of convergent and discriminant validity was conducted in stages to assess the model constructs accurately. Cheung et al. (2024) proposed a threshold of 0.50 for the Average Variance Extracted (AVE) in assessing convergent validity. They also suggested that indicator loadings should be at least 0.50 and statistically significant (p-value < 0.05). For internal consistency assessment, a minimum threshold of 0.70 for Composite Reliability (CR).

Discriminant validity refers to the capacity of each latent variable to differentiate itself from others (Hair et al., 2017). It asserts that while indicators within the same latent

variable should correlate strongly, their correlation with indicators of other variables should be weak. The assessment of discriminant validity involved examining cross-loading values in the measurement model. Table 3 demonstrates that cross-loading values exceeding 0.7 were observed within one variable, indicating that the indicators measuring that latent variable were more strongly associated with it than with other variables.

**Table 3.** Discrimination Validity

Variable	Happiness	Self-Efficacy	Optimism	Hope	Resilience
Happiness	<b>0.782</b>				
Self-Efficacy	0.569	<b>0.813</b>			
Optimism	0.597	0.579	<b>0.797</b>		
Hope	0.715	0.488	0.472	<b>0.838</b>	0.838
Resilience	0.683	0.529	0.536	0.648	<b>0.449</b>

Table 3 shows the correlation values between latent variables, including Happiness, Self-Efficacy, Optimism, Hope, and Resilience. The diagonal values in bold represent the square root of the Average Variance Extracted (AVE) for each construct, namely 0.782 for Happiness, 0.813 for Self-Efficacy, 0.797 for Optimism, 0.838 for Hope, and 0.838 for Resilience. These values are higher than the correlations between other variables, indicating that each construct has good discriminant validity. The highest correlation was found between Happiness and Hope (0.715), followed by the relationship between Happiness and Resilience (0.683), indicating a strong positive relationship between happiness and individual hope and resilience. Meanwhile, the lowest correlation was found between Hope and Optimism (0.472), indicating a relatively weaker relationship between the two constructs. These results confirm that all variables have a positive relationship with each other, but still show clear conceptual differences in accordance with the principles of discriminant validity.

**Table 4.** Structural Model Evaluation

Test	Value
R Square	0.7933
SRMR	0.075
Chi-Square	3,870,761
Normal Fit Index (NFI)	0.810

Paiuc (2024) categorizes  $R^2$  values into three levels: 0.67 as substantial, 0.33 as moderate, and 0.19 as weak, while Hair et al. (2017) suggest that the minimum acceptable  $R^2$  is 0.10. Based on Table 4, the  $R^2$  results in PLS indicate the proportion of variance in a construct explained by the model. In this study, the  $R^2$  value for the productivity variable (Y), which is influenced by happiness, self-efficacy, optimism, hope, and resilience, was 0.7933. This result shows that these five variables explain 79.33% of the variance in productivity (Y). Based on the established criteria, the  $R^2$  value in this research is considered moderate.

A structural equation model is considered a good fit when the SRMR value is below 0.10, while values above 0.15 indicate a poor fit. In this study, the Standardized Root Mean Residual (SRMR) was 0.075, confirming that the model met the fit criteria. Additionally, the Chi-square value obtained was 3,870,761, suggesting consistency between the empirical data and the theoretical framework, as Chi-square values above 0.05 indicate adequacy. The Normed Fit Index (NFI) was 0.810, which falls within the acceptable range ( $<0.90$ ), further supporting the model's validity. Thus, based on SRMR, Chi-square, and NFI, the structural model in this study was deemed fit.

Table 5. Hypothesis Test

Hypothesis	Variables	$\beta$	t-Stat	p-Values	Conclusion
H1	Happiness $\rightarrow$ POB $\rightarrow$ Productivity	0.276	3.509	0.000	Supported
H2	Self-efficacy $\rightarrow$ Productivity	0.680	15.592	0.000	Supported
H3	Hope $\rightarrow$ Productivity	0.716	2.459	0.014	Supported
H4	Resilience $\rightarrow$ Productivity	0.693	14.447	0.000	Supported
H5	Optimism $\rightarrow$ Productivity	0.199	12.252	0.000	Supported

As presented in Table 5, the bootstrap results indicated significant structural relationships among the constructs. In general, the direct effects of exogenous variables on endogenous variables are considered valid when the t-statistic exceeds the critical t-value at the 5% significance level ( $p < 0.05$ ), which leads to the rejection of  $H_0$ . Since the analysis showed that the calculated t-statistics were greater than the t-table values at the 5% level, the results were deemed statistically significant. Specifically, happiness was found to have a significant positive impact on POB and productivity ( $\beta = 0.276$ ,  $t = 3.509$ ,  $p < 0.00$ ). Likewise, self-efficacy positively influenced productivity ( $\beta = 0.680$ ,  $t = 15.592$ ,  $p < 0.00$ ), hope had a significant positive effect on productivity ( $\beta = 0.716$ ,  $t = 2.459$ ,  $p < 0.014$ ), resilience positively affected productivity ( $\beta = 0.693$ ,  $t = 14.447$ ,  $p < 0.00$ ), and optimism also showed a significant positive effect on productivity ( $\beta = 0.199$ ,  $t = 12.252$ ,  $p < 0.00$ ).

## DISCUSSION

Happiness shows a positive relationship with Positive Organizational Behavior (POB) and workplace productivity. This aligns with Qaiser and Abid (2022), who note that happiness consists of emotional elements that fluctuate and influence employees' perceptions both positively and negatively. Happiness reflects self-efficacy, optimism, hope, and resilience, which require organizational support, as favorable organizational conditions have long-term effects on employee well-being (Han & Sa, 2023). These findings correspond with Kour et al. (2019), who show that POB encourages positive thinking that enhances organizational performance, and with Shahid and Muchiri (2018), who link POB to positivity, culture, norms, social interactions, and communication.

When employees' psychological expectations are met, organizations stimulate continuous learning, loyalty, and high productivity. POB reduces negative work effects such as fatigue and stress, which commonly lead to unhappiness. Self-efficacy shows a significant positive influence on productivity, supporting the work of Graham and Ruiz Pozuelo (2017), who argue that happiness is maintained by strengthening self-efficacy. Bandura (2023) similarly stresses that self-efficacy is central to happiness and success, contributing to well-being, initiative, persistence, and self-esteem. Immanuel (2024) further notes that self-efficacy sustains psychological happiness and expectation fulfillment, encouraging ongoing employee development and improved performance.

Hope also exerts a significant positive effect on productivity, indicating that work can become a source of happiness when supported by positive organizational behavior. This supports Qaiser and Abid (2022), who emphasize that hope within the psychological contract fosters happiness, resilience, appreciation, and belonging, ultimately improving performance. Belal (2019) also reports that positive organizational environments and fulfilled expectations strengthen happiness, loyalty, and productivity.

Resilience significantly enhances productivity as well. Pulla (2019) describes resilience as psychological capital essential in the face of threats such as terrorism, war, economic recessions, and organizational challenges. Individuals with resilience can better manage stress and maintain task focus. Resilience involves adaptability, strength, and the ability to overcome adversity, enabling individuals to normalize difficult experiences (Vella & Pai, 2019). Optimism likewise shows a significant positive effect on productivity. This is consistent with Dursun (2021), who identifies a strong link between optimism, happiness, and well-being. Kardas et al. (2019) argue that positive cognitions nurture well-being and

higher happiness levels. Optimism reflects confidence grounded in the belief that outcomes will be favorable, especially when individuals feel in control of their lives. Shahid and Muchiri (2018) note that optimistic employees maintain positive expectations and support a productive work environment. Dutta et al. (2021) add that optimistic individuals attribute failure to temporary and external factors, helping them sustain motivation and effort during change processes. This persistence leads to positive change, improved performance, and higher productivity.

The findings reinforce theories of POB by showing that happiness, self-efficacy, hope, resilience, and optimism collectively enhance productivity through positive psychological states. The results support the importance of fulfilling employees' psychological expectations as a foundation for well-being and sustained performance. Organizations can increase productivity by fostering conditions that strengthen POB dimensions through coaching, recognition, and supportive communication. Such practices reduce negative work effects and cultivate positive expectations, contributing to long-term productivity in dynamic work environments.

## CONCLUSION

This study concludes that happiness, self-efficacy, optimism, hope, and resilience significantly enhance employee productivity through the mechanism of Positive Organizational Behavior (POB). These findings indicate that when employees' psychological expectations are met, they demonstrate greater commitment, motivation, and persistence, leading to sustained learning, higher loyalty, and improved performance. Happiness acts as a catalyst for positive emotions and engagement, while self-efficacy strengthens belief in one's capabilities to achieve desired outcomes. Optimism and hope encourage proactive behavior and a forward-looking mindset, and resilience helps individuals remain adaptive and focused in challenging situations. Collectively, these factors create a supportive organizational environment that nurtures productivity and long-term success.

This research fundamentally reinforces the concept that psychological capital is a critical determinant of workplace performance, emphasizing the importance of developing POB as an integral part of human resource development. Therefore, organizations should design interventions that foster optimism, hope, and resilience while enhancing employee self-efficacy through supportive leadership, training, and recognition systems. However, this study is limited by its cross-sectional design and focus on self-reported data, which may not fully capture long-term behavioral changes. Future research should employ longitudinal approaches or multi-level analysis to examine the dynamic interactions between POB dimensions and productivity across diverse organizational settings.

## REFERENCES

- [1] Ahdiat, A. (2024). Produktivitas Tenaga Kerja RI Urutan ke-5 di Asia Tenggara. *Katadata*. Retrieved in July 23, 2025 from. <https://databoks.katadata.co.id/infografik/2024/09/24/produktivitas-tenaga-kerja-ri-urutan-ke-5-di-asia-tenggara>
- [2] Ajibade, O. E., & Salako, O. A. (2021). Incentive schemes and employees' productivity in private organisations in nigeria. *Journal of Public Administration, Finance and Law*, 22(3), 140–155.
- [3] Alshurideh, M. T., Al Kurdi, B., Alzoubi, H. M., Akour, I., Obeidat, Z. M., & Hamadneh, S. (2023). Factors affecting employee social relations and happiness: SM-PLUS approach. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 102-124.
- [4] Azizah, S. N., Xiang, Y., & Hui, Z. (2025). Employee wellbeing and work productivity: The role of psychological capital. *Journal Markcount Finance*, 3(1), 62-73.
- [5] Bandura, A. (2023). Cultivate self-efficacy for personal and organizational effectiveness. *Principles of Organizational Behavior: The Handbook of Evidence-Based Management* 3(2), 113–135.
- [6] Bawa, M. A. (2017). Employee motivation and productivity: A review of literature and implications for management practice. *International Journal of Economics, Commerce and Management*, 12(3), 662–673.

- [7] Belal, A. E. (2019). A review of positive organizational behavior: The moderating role of three contextual factors. *International conference on research in Human Resource Management*, 2(3), 71-83.
- [8] Bellet, C. S., De Neve, J.-E., & Ward, G. (2024). Does employee happiness have an impact on productivity? *Management Science*, 70(3), 1656–1679.
- [9] Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*. New Jersey: John Wiley & Sons.
- [10] Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, 41(2), 745–783.
- [11] Coo, C., & Salanova, M. (2018). Mindfulness can make you happy-and-productive: A Mindfulness controlled trial and its effects on happiness, work engagement and performance. *Journal of Happiness Studies*, 19(6), 1691–1711.
- [12] Cooper, C. L., Patnaik, S., & Rodriguez, R. V. (2025). *Advancing positive organizational behavior*. Oxfordshire: Routledge.
- [13] Daud, A., Djunaedi, L. M., Kurniawanto, H., & Fatmasari, C. P. (2025). Analysis of factors that impact self-efficacy in terms of locus control learning orientation and work environment characteristics. *Journal of Ecohumanism*, 4(1), 1380–1393.
- [14] Dewa, A. (2023). The influence of work ability, work discipline and work environment on employee performance. *Economic and Business Horizon*, 2(3), 1-10.
- [15] Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business Research*, 13(1), 215–246.
- [16] Dursun, P. (2021). Optimism, hope and subjective well-being: A literature overview. *Çatalhöyük Uluslararası Turizm ve Sosyal Araştırmalar Dergisi*, 6(2), 61–74.
- [17] Dutta, D., Kumar, K. K., & Mishra, S. K. (2021). Unintended consequences of promotions: Importance of annual incentives for performance management systems. *Human Resource Management*, 60(5), 787–801.
- [18] Fliege, H., & Wiernik, B. M. (2018). Core self-evaluative traits: self-efficacy, locus of control, optimism and diplomat success. *Managing Expatriates*, 6(2), 103-121.
- [19] Graham, C., & Ruiz Pozuelo, J. (2017). Happiness, stress, and age: How the U curve varies across people and places. *Journal of Population Economics*, 30(1), 225–264.
- [20] Hair, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107–123.
- [21] Han, J.-H., & Sa, H. J. (2023). Health and happiness of older Korean women participating in dance activities. *Heliyon*, 9(3), 82-92.
- [22] Hanaysha, J. R., & Majid, M. (2018). Employee motivation and its role in improving the productivity and organizational commitment at higher education institutions. *Journal of Entrepreneurship & Business*, 6(1), 90-103.
- [23] Hidayat, R., & Panjaitan, S. (2022). The effect of self-efficacy, talent management and continuous improvement on employee performance. *The Management Journal of Binaniaga*, 7(2), 229-238.
- [24] Hoboubi, N., Choobineh, A., Kamari Ghanavati, F., Keshavarzi, S., & Akbar Hosseini, A. (2017). The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. *Safety and Health at Work*, 8(1), 67–71.
- [25] Immanuel, F. (2024). The effect of flourishing and self-efficacy on work productivity with happiness work as a moderation. *Primanomics: Journal Economics and Business*, 22(2), 1–12.
- [26] Insani, F. H., & Putri, R. H. (2024). The influence of workload and resilience on work productivity for employees in Bandar Lampung City. *Jurnal Ekonomi*, 13(03), 1672-1682.
- [27] Johnson, S., Robertson, I., & Cooper, C. L. (2017). *Well-being: Productivity and happiness at work*. Springer: Springer.
- [28] Juliansyah, N., & Dandi, S. (2023). How human capital, hope, and work engagement drive task performance. *International Journal of Economics and Business Issues*, 2(1), 32-38.
- [29] Kardas, F., Cam, Z., Eskisu, M., & Gelibolu, S. (2019). Gratitude, hope, optimism and life satisfaction as predictors of psychological well-being. *Eurasian Journal of Educational Research*, 19(82), 81–100.
- [30] Khammarnia, M., Tavana, K., Soheili, F., BagherBarahouei, F., & Arabborzu, Z. (2024). Analysis of organizational resilience, job burnout, and productivity among employees of health system in Iran. *Shiraz E-Medical Journal*, 26(2), 23-25.
- [31] Kour, J., El-Den, J., & Sriratanaviriyakul, N. (2019). The role of positive psychology in improving employees' performance and organizational productivity: An experimental study. *Procedia Computer Science*, 161(8) 226–232.
- [32] Krekel, C., Ward, G., & De Neve, J.-E. (2019). Employee well-being, productivity, and firm performance: Evidence and case studies. *Global Happiness and Wellbeing*, 2(3), 99–140.
- [33] Lestari, P. F., Muis, M., Thamrin, Y., Naiem, F., Saleh, L. M., & Arifin, M. A. (2024). Impact of work climate, workload, and stress on fatigue for improving health and work outcomes. *Integrative Biomedical Research*, 8(10), 1–6.

- [34] López-Garrido, G. (2023). Bandura's self-efficacy theory of motivation in psychology. *Simply Psychology*, 10(1), 121-134.
- [35] Marecki, Ł. (2023). Impact of work-life balance on employee productivity and well-being. *Journal of Management and Financial Sciences*, 50, 165–178.
- [36] Massoudi, H. A., & Hamdi, S. A. S. (2017). The consequence of work environment on employees productivity. *IOSR Journal of Business and Management*, 19(1), 35-42.
- [37] McEwen, K., & Boyd, C. M. (2018). A measure of team resilience: developing the resilience at work team scale. *Journal of Occupational and Environmental Medicine*, 60(3), 822-839.
- [38] Misra, N., & Srivastava, S. (2022). Happiness at work: a psychological perspective. *Happiness and Wellness*, 95(3), 823-836.
- [39] Munir, M., & Arifin, S. (2021). The influence of work motivation and self-efficacy on employee performance. *Jurnal Simki Economic*, 4(2), 142-149.
- [40] Ogwueleka, A. C., & Ikediashi, D. I. (2021). Exploring the effects of positive organizational behaviour (POB) models on occupational eustress amongst construction employees. *Journal of Construction Business and Management*, 5(1), 38–46.
- [41] Paiuc, D. (2024). Quantitative research. In D. Paiuc (Ed.), *Developing Multicultural Leadership Using Knowledge Dynamics and Cultural Intelligence*. Wellington Street: Emerald Publishing Limited.
- [42] Peiró, J. M., Montesa, D., Soriano, A., Kozusznik, M. W., Villajos, E., Magdaleno, J., Djourova, N. P., & Ayala, Y. (2021). Revisiting the happy-productive worker thesis from a eudaimonic perspective: a systematic review. *Sustainability* 13(6), 38-47.
- [43] Pradila, A. T., & Fadli, J. A. (2023). The effect of salary and work-life balance on employee productivity with the mediation of employee work motivation at coffee shops in Jabodetabek. *Jurnal Ilmiah Manajemen dan Kesatuan*, 11(3), 54-75.
- [44] Pulla, V. (2019). Some aspects of coping and resilience. *International Journal of Social Work and Human Services Practice*, 7(3), 31–39.
- [45] Qaiser, S., & Abid, G. (2022). Psychological contract breach and happiness at work in healthcare sector: Double mediation of colleague support and deviant workplace behaviour. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 16(1), 50–69.
- [46] Ravina-Ripoll, R., Díaz-García, G. A., Ahumada-Tello, E., & Galván-Vela, E. (2024). Emotional wage, happiness at work and organisational justice as triggers for happiness management. *Journal of Management Development*, 43(2), 236–252.
- [47] Segerstrom, S. C., Carver, C. S., & Scheier, M. F. (2017). *Optimism BT - the happy mind: cognitive contributions to well-being* (M. D. Robinson & M. Eid (eds.); pp. 195–212). London: Springer International Publishing.
- [48] Shahid, S., & Muchiri, M. K. (2018). Positivity at the workplace: Conceptualising the relationships between authentic leadership, psychological capital, organisational virtuousness, thriving and job performance. *International Journal of Organizational Analysis*, 27(3), 494–523.
- [49] Tarek, B. S. N., Muzakki, M., & Herachwati, N. (2025). Supervisor support, meaningful work, and happiness in employee engagement. *Riset: Jurnal Aplikasi Ekonomi Akuntansi dan Bisnis*, 7(1), 061-077.
- [50] Ugoani, J. (2020). Performance appraisal and its effect on employees' productivity in charitable organizations. *Business, Management and Economics Research*, 6(12), 166-175.
- [51] Vella, S.-L. C., & Pai, N. B. (2019). A theoretical review of psychological resilience: defining resilience and resilience research over the decades. *Archives of Medicine and Health Sciences*, 7(2), 353-367.
- [52] Yadav, Y. S. (2024). Chapter-15 the psychological aspects of aspirations, motivation, and goal setting. *Educational Aspirations: Transforming Education Through Dreams*, 170(8), 239-246.
- [53] Zehir, C., & Narçıkara, E. (2016). Effects of resilience on productivity under authentic leadership. *Procedia - Social and Behavioral Sciences*, 235(2) 250–258.
- [54] Zulkifli, N., & Binti Ali, K. (2017). Accentuating the positive organizational behaviour and work engagement concepts towards job performance quality of public sector staff in Wilayah Persekutuan Putrajaya. *Humanities & Social Sciences Reviews*, 5(2), 134–140.