



RESEARCH ARTICLE

# Perceived Organizational Support and Work Spirit as Predictors of Workplace Happiness: The Mediating Role of Employee Engagement Among Public Hospital Nurses

Ira Widya Sari<sup>1</sup> | Dedi Muhammad Siddiq<sup>2\*</sup> | Catur Setiya Sulistiyana<sup>3</sup> | Nur Haslina Ramli<sup>4</sup> | Nhan Cam Tri<sup>5</sup>

<sup>1,2,3</sup> Management Study Program, The Faculty of Economics and Business, Universitas Swadaya Gunung Jati, Cirebon City, West Java Province, Indonesia.

<sup>4</sup> Business Management Study Program, Faculty of Economics and Business Administration, Universiti Teknologi MARA (UiTM) Kelantan, Malaysia.

<sup>5</sup> International Business and Logistics Study Program, Faculty of Economics and Business, University of Economics and Finance, Vietnam.

## Correspondence

<sup>2\*</sup> Management Study Program, The Faculty of Economic and Business, Universitas Swadaya Gunung Jati, Cirebon City, West Java Province, Indonesia.

Email: dedisiddiq@ugj.ac.id.

## Funding information

Universitas Swadaya Gunung Jati.

## Abstract

This study examines the effect of perceived organizational support and work spirit on workplace happiness, with employee engagement serving as a mediating variable among nurses at a regional public hospital in Cirebon. A quantitative research design was employed, and data were collected from 166 nurses using structured questionnaires. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate both direct and indirect relationships among the variables. The findings indicate that perceived organizational support and work spirit have positive and significant effects on workplace happiness. Furthermore, employee engagement partially mediates these relationships, suggesting that stronger organizational support and higher morale enhance nurses' engagement, which in turn promotes greater workplace happiness. These results underscore the critical role of supportive organizational practices and morale-enhancing initiatives in fostering engagement and improving nurses' well-being. This study provides practical implications for hospital management to strengthen perceived organizational support and implement programs that enhance work spirit in order to increase employee engagement and ultimately create a happier and more productive work environment.

## Keywords

Perceived Organizational Support; Work Spirit; Workplace Happiness; Employee Engagement.

## 1 | INTRODUCTION

Hospitals, as healthcare service institutions, face critical challenges in human resource management, particularly concerning nurse well-being and retention. The high-demand and high-stress nature of healthcare work exposes nurses to emotional exhaustion, disengagement, and increased turnover intentions (Bogaert *et al.*, 2014). These conditions not only affect employees' psychological well-being but also have direct implications for patient safety, service quality, and the sustainability of healthcare systems (Kurtessis *et al.*, 2017). In this context, workplace happiness has emerged as an important construct in organizational research, as it reflects employees' overall positive evaluation of their work experiences and contributes to both individual and organizational effectiveness. Workplace happiness refers to individuals' cognitive and affective evaluations of their work experiences, encompassing positive emotions, meaningfulness, and satisfaction derived from work (Fisher, 2010). In healthcare settings, particularly among nurses, workplace happiness plays a strategic role in improving patient care quality, strengthening teamwork, and enhancing employee retention. Happy nurses tend to demonstrate greater commitment, empathy, and resilience in dealing with complex clinical situations, which ultimately supports sustainable healthcare delivery (Mumtazah, 2025). Therefore, identifying antecedents of workplace happiness among nurses becomes essential for hospital management and organizational sustainability. Prior research suggests that workplace happiness is influenced by organizational and psychological factors. Perceived organizational support refers to employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger *et al.*, 1986). When employees perceive strong organizational support, they are more likely to develop positive attitudes and emotional attachment toward their work, which enhances their happiness at work (Aulia & Dania, 2023). Recent empirical studies further confirm that perceived organizational support enhances affective commitment through intrinsic motivation, highlighting the role of supportive organizational environments in fostering positive employee attitudes and psychological attachment (Prawira *et al.*, 2026). Evidence from hospital staff also demonstrates that social support functions as an important job resource that enhances psychological resilience, reduces stress, and strengthens employee well-being in high-pressure environments (Indriyani *et al.*, 2025).

Similarly, work spirit, reflecting employees' enthusiasm, energy, and sense of meaning in performing their duties has been shown to foster positive work experiences and improve employee satisfaction (Kinjerski & Skrypnek, 2002). Supportive workplace conditions such as social support, work-life balance, and person job fit significantly improve employee engagement, indicating that employees who perceive strong organizational and interpersonal support are more likely to demonstrate higher levels of dedication and work involvement (Klana *et al.*, 2025). These findings suggest that both organizational support and morale-related factors are important predictors of workplace happiness. However, the relationship between these factors and workplace happiness may not occur directly. Employee engagement represents a key psychological mechanism that explains how organizational conditions translate into positive work outcomes. Employee engagement reflects a positive, fulfilling work-related state characterized by vigor, dedication, and absorption (Schaufeli *et al.*, 2002). Employees who are highly engaged tend to respond more positively to organizational support and experience stronger enthusiasm toward their work, which in turn enhances workplace happiness (Wulandari *et al.*, 2024). Despite growing interest in these variables, limited research has simultaneously examined perceived organizational support and work spirit as predictors of workplace happiness while incorporating employee engagement as a mediating mechanism, particularly in nursing contexts. This gap is especially relevant in regional public hospital, where limited resources, high workloads, and complex service demands require effective human resource management strategies to maintain nurses' well-being and retention. Accordingly, this study examines the effect of perceived organizational support and work spirit on workplace happiness, with employee engagement serving as a mediating variable among public hospital nurses. The findings are expected to provide insights for hospital management in developing supportive organizational policies and morale-enhancing initiatives that strengthen employee engagement and ultimately create a happier and more sustainable work environment for nurses.

## 2 | BACKGROUND THEORY

### 2.1 Perceived Organizational Support and Workplace Happiness

Perceived organizational support (POS) is grounded in Organizational Support Theory, which posits that employees develop beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger *et al.*, 1986). Based on social exchange principles, employees who perceive high organizational support tend to reciprocate with positive attitudes and enhanced psychological well-being. When employees feel genuinely valued through supportive policies, fair treatment, and recognition, they are more likely to experience positive emotions and satisfaction at work, forming the foundation of workplace happiness (Fisher, 2010). This is supported by Kurtessis *et al.* (2017), who confirm that POS significantly improves employee well-

being and job satisfaction. Therefore, perceived organizational support is expected to positively influence workplace happiness. H1: Perceived organizational support positively affects workplace happiness.

## 2.2 Work Spirit and Workplace Happiness

Work spirit reflects employees' mental condition marked by enthusiasm, happiness, and willingness to perform their tasks effectively (Madjidu, 2022), rooted in Self-Determination Theory whereby intrinsic motivation emerges when employees' psychological needs for autonomy, competence, and relatedness are fulfilled (Deci & Ryan, 1985). Employees who are intrinsically driven find greater meaning in their roles and sustain positive emotions throughout their work, making work a source of fulfillment rather than obligation. These positive emotional states directly contribute to workplace happiness, as supported by positive psychology research indicating that enthusiasm and positive affect strengthen employees' satisfaction and psychological well-being (Seligman & Csikszentmihalyi, 2000; Fisher, 2010). Therefore, higher work spirit is expected to enhance workplace happiness. H2: Work spirit positively affects workplace happiness.

## 2.3 Perceived Organizational Support and Employee Engagement

Drawing on the Job Demands–Resources (JD-R) theory, organizational support functions as a key job resource that stimulates employee motivation and engagement (Schaufeli & Bakker, 2004). The reason POS strengthens engagement lies in the norm of reciprocity: employees who feel valued by their organization experience greater psychological safety and feel motivated to give back through increased effort, focus, and commitment to their roles (Kahn 1990). Empirical studies confirm that perceived organizational support significantly increases employee engagement (Siswanti & Pratiwi, 2020). Thus, perceived organizational support is expected to enhance employee engagement. H3: Perceived organizational support positively affects employee engagement.

## 2.4 Work Spirit and Employee Engagement

Work spirit serves as an internal driver that sustains the psychological energy needed for engagement. Grounded in Self-Determination Theory, which posits that intrinsically motivated employees exhibit stronger engagement because they experience meaningfulness and satisfaction in their work (Deci & Ryan, 1985). Employees with high work spirit tend to demonstrate vigor, dedication, and absorption, which are core dimensions of employee engagement (Schaufeli *et al.*, 2002), therefore, work spirit is expected to positively influence employee engagement. H4: Work spirit positively affects employee engagement.

## 2.5 Employee Engagement and Workplace Happiness

Employee engagement represents a positive psychological state that enhances employees' well-being and workplace happiness. Engaged employees experience high energy, dedication, and immersion in their work, which leads to positive emotional experiences and meaningful work perceptions (Schaufeli *et al.*, 2002). Research also suggests that employee engagement contributes significantly to psychological well-being and workplace happiness (Fisher, 2010). Therefore, higher employee engagement is expected to increase workplace happiness. H5: Employee engagement positively affects workplace happiness.

## 2.6 Mediating Role of Employee Engagement

The Job Demands-Resources model suggests that job resources such as perceived organizational support and motivational states such as work spirit enhance employee engagement, which subsequently leads to positive outcomes including workplace happiness. Employee engagement therefore acts as a psychological mechanism linking organizational factors and employee well-being. When employees perceive strong organizational support and possess high work spirit, they become more engaged in their work, which enhances their happiness. Previous studies also confirm that employee engagement mediates the relationship between organizational support and positive work outcomes (Kurtessis *et al.*, 2017). Therefore, employee engagement is expected to mediate these relationships. H6: Employee engagement mediates the relationship between perceived organizational support and workplace happiness. H7: Employee engagement mediates the relationship between work spirit and workplace happiness.

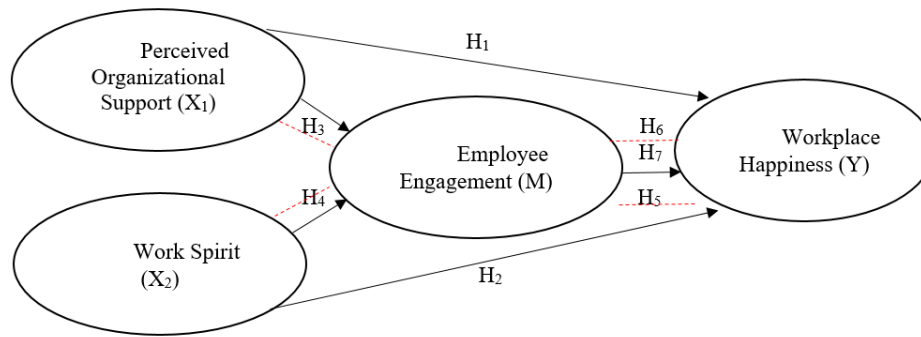


Figure 1. Research Model

### 3 | METHOD

The study was conducted among nurses at a regional public hospital in Cirebon, Indonesia. The research employed a quantitative approach with an associative design to examine the relationships among variables and the mediating role proposed in the research model. The study population consisted of 350 nurses working at a regional public hospital in Cirebon. A sample of 166 respondents was selected using purposive sampling based on predetermined criteria.

Table 1. respondent characteristics

Category	Classification	Frequency(n)	Percentage(%)
Age	17-25 Years	39	23,5%
	25-40 Years	75	45,2%
	40-50 Years	37	22,3%
	> 50 Years	15	9%
	Total	166	100%
Gender	Male	62	37,3%
	Female	104	62,7%
	Total	166	100%
Education	Diploma	45	27,1%
	Bachelor' Degree (S1)	114	68,7%
	Master's Degree (S2)	7	4,2%
	Total	166	100%

Based on the results of the questionnaire distribution in table 1, respondents aged 17-25 years numbered 39 people with a percentage of 23.5%. Respondents aged 25-40 years numbered 75 people with a percentage of 45.2%. Respondents aged 40-50 years numbered 37 people with a percentage of 22.3% and respondents aged >50 years numbered 15 people with a percentage of 9%. This shows that respondents aged 25-40 years are the most dominant. Male respondents numbered 62 people with a percentage of 37.3%. Female respondents numbered 104 people with a percentage of 62.7%. This shows that female respondents are the most dominant. Respondents with the latest education were Diploma (45 people, 27.1%), Bachelor's Degree (S1) (114 people, 68.7%), Master's Degree (S2) (7 people, 4.2%). Data collection was carried out through a structured questionnaire procedure. Consisting of a series of statements, using a Likert scale of 1 to 5, where 1 means strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree. The questionnaire was distributed directly to respondents to ensure a high response rate. The perceived organizational support instrument was adapted from Rhoades & Eisenberger (2002) and Robert & Wasti (2002). Work spirit was measured using indicators developed by Ambarita *et al.* (2020). Workplace happiness was measured using items adapted from Fisher (2010), while employee engagement was assessed using the scale developed by Rich (2010). These instruments have been widely used in previous studies and demonstrated adequate validity and reliability. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 4 software (Ghozali & Kusumadewi, 2023). PLS-SEM was selected because it is suitable for analyzing complex models with mediating variables and does not require multivariate normal data distribution (J. F. Hair *et al.*, 2020). The analysis was performed in two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Measurement Model Evaluation (Outer Model)

The structural model was developed by specifying the relationships among the latent variables. The results of construct validity and reliability testing are presented through the evaluation of the measurement model (outer model).

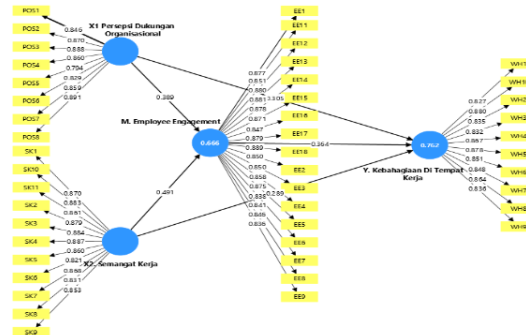


Figure 2. Outer Model

The parameters of convergent reliability and convergent validity were assessed using the SmartPLS algorithm output, particularly by examining outer loading values and Average Variance Extracted (AVE). The results of the convergent validity test are presented below.

Table 2. Convergent Validity Test

Variables	Outer Loading Value	Average Variance Extracted (AVE)	Information
Perceived Organizational Support			
X1.1	0.846	0.731	Valid
X1.2	0.870		Valid
X1.3	0.888		Valid
X1.4	0.860		Valid
X1.5	0.794		Valid
X1.6	0.829		Valid
X1.7	0.859		Valid
X1.8	0.891		Valid
Work Spirit			
X2.1	0.870	0.746	Valid
X2.2	0.879		Valid
X2.3	0.884		Valid
X2.4	0.887		Valid
X2.5	0.860		Valid
X2.6	0.821		Valid
X2.7	0.868		Valid
X2.8	0.831		Valid
X2.9	0.853		Valid
X2.10	0.883		Valid
X2.11	0.861		Valid
Workplace Happiness			
Y1	0.827	0.726	Valid
Y2	0.835		Valid
Y3	0.832		Valid
Y4	0.867		Valid
Y5	0.878		Valid
Y6	0.851		Valid
Y7	0.848		Valid
Y8	0.864		Valid
Y9	0.836		Valid
Y10	0.880		Valid

Employee Engagement			
M1	0.869	0.743	Valid
M2	0.850		Valid
M3	0.850		Valid
M4	0.858		Valid
M5	0.875		Valid
M6	0.838		Valid
M7	0.841		Valid
M8	0.846		Valid
M9	0.836		Valid
M10	0.877		Valid
M11	0.851		Valid
M12	0.880		Valid
M13	0.881		Valid
M14	0.878		Valid
M15	0.871		Valid
M16	0.847		Valid
M17	0.879		Valid
M18	0.889		Valid

Source: Smart PLS 4.0 Processed Data

Based on the table above, the outer loading values for all indicators exceed 0.70, and the Average Variance Extracted (AVE) values for all variables are greater than 0.50. These results indicate that each construct demonstrates adequate convergent validity. Therefore, all measurement items are considered valid and suitable for further analysis.

#### 4.1.2 Reliability

In SEM-PLS analysis, a construct is considered reliable when the composite reliability value exceeds 0.60 and is supported by a Cronbach's alpha value greater than 0.70. The results of the composite reliability test are presented in the following table.

Table 3. Construct Reliability dan Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X1. Perceived Organizational Support	0.947	0.949	0.956
X2. Work Spirit	0.966	0.966	0.970
Y. Workplace Happiness	0.958	0.959	0.964
M. Employee Engagement	0.980	0.980	0.981

Source: Smart PLS 4.0 Processed Data

Based on Table 3, the composite reliability values for all constructs exceed 0.60, and the Cronbach's alpha values are above 0.70, indicating that all constructs meet the reliability criteria.

#### 4.1.3 Discriminant Validity

Discriminant validity was assessed using the heterotrait-monotrait ratio (HTMT). A threshold value below 0.90 indicates adequate discriminant validity among constructs (J. Hair & Alamer, 2022).

Table 4. Discriminant Validity

	X1. Perceived Organizational Support	X2. Work Spirit	Y. Workplace Happiness	M. Employee Engagement
X1. Perceived Organizational Support				
X2. Work Spirit	0.747			
Y. Workplace Happiness	0.818	0.817		
M. Employee Engagement	0.766	0.789	0.837	

Source: Smart PLS 4.0 Processed Data

The results of the discriminant validity assessment using the heterotrait–monotrait ratio (HTMT) are presented in Table 4. All HTMT values are below 0.90, indicating that discriminant validity has been established and all constructs are considered valid.

#### 4.1.4 Fornell Larcker Criterion

The Fornell Larcker criterion was used as an additional assessment of discriminant validity by comparing the square root of the Average Variance Extracted (AVE) for each construct with its correlations with other constructs. The square root of AVE for each construct should be greater than its correlations with other constructs. The results of the Fornell Larcker criterion are presented below.

Table 5. Fornell-Larcker

	X1. Perceived Organizational Support	X2. Work Spirit	Y. Workplace Happiness	M.Employee Engagement
X1. Perceived Organizational Support	0.855			
X2. Work Spirit	0.716	0.864		
Y. Workplace Happiness	0.782	0.788	0.852	
M.Employee Engagement	0.740	0.769	0.813	0.862

Source: Smart PLS 4.0 Processed Data

Based on the Fornell–Larcker criterion results, the square root of the AVE for each construct is greater than its correlations with other constructs. This indicates that the discriminant validity requirement has been satisfied and is acceptable.

#### 4.1.5 Cross Loadings

Discriminant validity was also assessed using cross loadings, where the loading value of each indicator on its associated construct should be higher than its correlations with other latent constructs. The cross-loading results for this study are presented as follows.

Table 6. Cross Loadings

	X1. Perceived Organizational Support	X2. Work Spirit	Y. Workplace Happiness	M.Employee Engagement
EE1	0.674	0.649	0.733	0.869
EE10	0.625	0.706	0.692	0.877
EE11	0.580	0.643	0.678	0.851
EE12	0.639	0.651	0.688	0.880
EE13	0.664	0.677	0.677	0.881
EE14	0.676	0.665	0.707	0.878
EE15	0.598	0.630	0.685	0.871
EE16	0.659	0.659	0.705	0.847
EE17	0.616	0.644	0.672	0.879
EE18	0.642	0.697	0.742	0.889
EE2	0.666	0.691	0.723	0.850
EE3	0.672	0.660	0.692	0.850
EE4	0.651	0.714	0.723	0.858
EE5	0.668	0.722	0.735	0.875
EE6	0.598	0.602	0.668	0.838
EE7	0.611	0.623	0.675	0.841
EE8	0.615	0.668	0.701	0.846
EE9	0.622	0.622	0.702	0.836
POS1	0.846	0.637	0.686	0.612
POS2	0.870	0.595	0.681	0.574
POS3	0.888	0.648	0.725	0.693
POS4	0.860	0.626	0.688	0.681
POS5	0.794	0.574	0.604	0.599
POS6	0.829	0.556	0.621	0.653
POS7	0.859	0.596	0.623	0.577
POS8	0.891	0.656	0.707	0.662

SK1	0.656	0.870	0.674	0.715
SK10	0.640	0.883	0.725	0.676
SK11	0.610	0.861	0.665	0.620
SK2	0.620	0.879	0.694	0.694
SK3	0.599	0.884	0.663	0.656
SK4	0.640	0.887	0.696	0.640
SK5	0.653	0.860	0.713	0.683
SK6	0.568	0.821	0.638	0.619
SK7	0.563	0.868	0.664	0.703
SK8	0.640	0.831	0.679	0.666
SK9	0.607	0.853	0.664	0.626
WH1	0.642	0.726	0.827	0.678
WH10	0.676	0.641	0.880	0.660
WH2	0.644	0.623	0.835	0.688
WH3	0.682	0.676	0.832	0.705
WH4	0.689	0.686	0.867	0.731
WH5	0.710	0.741	0.878	0.766
WH6	0.707	0.647	0.851	0.693
WH7	0.626	0.649	0.848	0.639
WH8	0.694	0.669	0.864	0.694
WH9	0.578	0.640	0.836	0.655

Source: Smart PLS 4.0 Processed Data

Based on the cross loading results above, the loading factor for each indicator is higher on its respective construct than on other constructs. This indicates that all indicators exhibit adequate discriminant validity, and therefore all measurement items used in this study are considered valid.

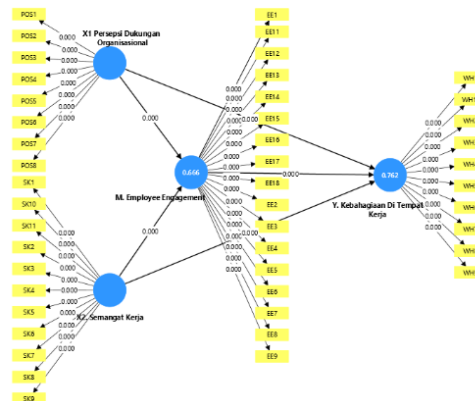


Figure 3. Inner Model

#### 4.1.6 Multicollinearity Test

The Variance Inflation Factor (VIF) was used to assess multicollinearity within the structural model. VIF values greater than 5.00 indicate potential multicollinearity issues, which may lead to difficulties in interpreting path coefficients. Conversely, VIF values below 5.00 suggest that multicollinearity is not a concern in the model (Sarstedt *et al.*, 2017).

Table 7. Multicollinearity Test

	VIF
X1. Perceived Organizational Support -> Y. Workplace Happiness	2.504
X1. Perceived Organizational Support -> M. Employee Engagement	2.051
X2. Work Spirit -> Y. Workplace Happiness	2.771
X2. Work Spirit -> M. Employee Engagement	2.051
M. Employee Engagement -> Y. Workplace Happiness	2.990

Source: Smart PLS 4.0 Processed Data

Based on the multicollinearity test results, all inner VIF values are below 5, indicating that multicollinearity is not a concern among the variables.

#### 4.1.7 Direct Effects

Hypothesis testing was conducted by examining the original sample estimates (O) to determine the direction of relationships among variables, as well as the t-statistics (T) and p-values (P) to assess the significance of these relationships. Original sample values approaching +1 indicate a positive relationship, whereas values approaching -1 indicate a negative relationship (Sarstedt *et al.*, 2017). A t-statistic greater than 1.96 or a p-value lower than the significance level of 0.05 indicates a statistically significant relationship between variables. The results of the hypothesis testing are presented in the following table.

Table 8. Direct Effects

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1. Perceived Organizational Support -> Y. Workplace Happiness	0.305	0.062	4.911	0.000
X1. Perceived Organizational Support -> M. Employee Engagement	0.389	0.059	6.645	0.000
X2. Work Spirit -> Y. Workplace Happiness	0.289	0.065	4.458	0.000
X2. Work Spirit -> M. Employee Engagement	0.491	0.061	8.101	0.000
M. Employee Engagement -> Y. Workplace Happiness	0.364	0.057	6.436	0.000

Source: Smart PLS 4.0 Processed Data

Based on the results presented in the table above, the relationships among the research variables can be explained as follows. First, Hypothesis 1 (H1) is supported. Perceived organizational support has a positive and significant effect on workplace happiness, with a path coefficient of 0.305 and a p-value of 0.000 ( $< 0.05$ ). This finding indicates that higher perceived organizational support is associated with increased workplace happiness. Second, Hypothesis 2 (H2) is supported. Work spirit has a positive and significant effect on workplace happiness, with a path coefficient of 0.289 and a p-value of 0.000 ( $< 0.05$ ). This result suggests that an increase in work spirit leads to higher workplace happiness. Third, Hypothesis 3 (H3) is supported. Perceived organizational support has a positive and significant effect on employee engagement, with a path coefficient of 0.389 and a p-value of 0.000 ( $< 0.05$ ). This finding indicates that stronger perceived organizational support enhances employee engagement. Fourth, Hypothesis 4 (H4) is supported. Work spirit has a positive and significant effect on employee engagement, with a path coefficient of 0.491 and a p-value of 0.000 ( $< 0.05$ ). This result demonstrates that higher work spirit increases employee engagement. Fifth, Hypothesis 5 (H5) is supported. Employee engagement has a positive and significant effect on workplace happiness, with a path coefficient of 0.364 and a p-value of 0.000 ( $< 0.05$ ). This finding indicates that higher employee engagement contributes to greater workplace happiness.

Table 9. Indirect Effect

	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X1. Perceived Organizational Support -> M. Employee Engagement -> Y. Workplace Happiness	0.142	0.032	4.405	0.000
X2. Work Spirit-> M. Employee Engagement -> Y. Workplace Happiness	0.179	0.034	5.196	0.000

Source: Smart PLS 4.0 Processed Data

The results of the indirect effect analysis indicate that employee engagement plays a mediating role in the relationships between perceived organizational support, work spirit, and workplace happiness. First, Hypothesis 6 (H6) is supported. Employee engagement mediates the relationship between perceived organizational support and workplace happiness, with a path coefficient of 0.142 and a p-value of 0.000 ( $< 0.05$ ). This finding indicates that perceived organizational support enhances workplace happiness indirectly through increased employee engagement. Second, Hypothesis 7 (H7) is supported. Employee engagement mediates the relationship between work spirit and workplace happiness, with a path coefficient of 0.179 and a p-value of 0.000 ( $< 0.05$ ). This result suggests that higher work spirit improves workplace happiness indirectly by strengthening employee engagement.

Table 10. R square

	R-square
Y. Workplace Happiness	0.762
M.Employee Engagement	0.666

Source: Smart PLS 4.0 Processed Data

Based on the table above, the results of data processing using SmartPLS show that the R-square value for workplace happiness is 0.762. This value indicates that perceived organizational support, work spirit, and employee engagement jointly explain 76.2% of the variance in workplace happiness, which can be categorized as strong predictive power. Meanwhile, the R-square value for employee engagement is 0.666, indicating that perceived organizational support and work spirit explain 66.6% of the variance in employee engagement, which can be classified as moderate predictive power.

#### 4.1.8 Effect Size ( $f^2$ )

The effect size ( $f^2$ ) was evaluated to determine the magnitude of the contribution of each exogenous variable to the endogenous variables. According to (Sarstedt *et al.*, 2017),  $f^2$  values of 0.02, 0.15, and 0.35 indicate small, medium, and large effect sizes, respectively. Values below 0.02 are considered negligible or indicate no effect.

Table 11. F Square

	f-square
X1. Perceived Organizational Support -> Y. Workplace Happiness	0.157
X1. Perceived Organizational Support -> M. Employee Engagement	0.221
X2. Work Spirit -> Y. Workplace Happiness	0.127
X2. Work Spirit -> M. Employee Engagement	0.351
M.Employee Engagement -> Y. Workplace Happiness	0.187

Source: Smart PLS 4.0 Processed Data

Based on the  $f^2$  values presented in the table above, a large effect size ( $f^2 > 0.35$ ) is observed in the relationship between work spirit and employee engagement. Furthermore, medium effect sizes ( $f^2 = 0.15-0.35$ ) are found in the relationships between perceived organizational support and workplace happiness, perceived organizational support and employee engagement, and employee engagement and workplace happiness. Meanwhile, a small effect size ( $f^2 = 0.02-0.15$ ) is identified in the relationship between work spirit and workplace happiness. No negligible effects were observed, as none of the  $f^2$  values were below 0.02. In addition to the R-square value, the Q-square ( $Q^2$ ) value was used to assess the predictive relevance of the model. A higher Q-square value indicates better predictive accuracy and model fit (Sarstedt *et al.*, 2017). The Q-square results for this study are presented in the following table.

Table 12. Q Square

	$Q^2$ predict
M.Employee Engagement	0.657
Y. Workplace Happiness	0.710

Source: Smart PLS 4.0 Processed Data

Based on the table above, the Q-square values for both endogenous variables (employee engagement and workplace happiness) are greater than zero. These results indicate that the model has adequate predictive relevance. Therefore, the proposed structural model demonstrates good predictive capability and can be considered to have satisfactory model fit.

#### 4.2 Discussion

The findings indicate that perceived organizational support has a positive and significant effect on workplace happiness ( $\beta = 0.305$ ,  $p < 0.001$ ). This result suggests that nurses who perceive higher levels of organizational support such as recognition, concern for well-being, and appreciation of contributions tend to experience greater happiness in the workplace. This finding is consistent with Organizational Support Theory, which posits that employees develop reciprocal attitudes when they perceive favorable organizational treatment, leading to positive affective outcomes including happiness and well-being (Eisenberger *et al.*, 1986; Kurtessis *et al.*, 2017). From a positive organizational behavior perspective, organizational support functions as an important contextual resource that enhances employees' psychological comfort and emotional attachment to their work. When nurses feel supported by their organization, they are more likely to experience meaningful work and emotional satisfaction, which contribute to workplace happiness (Fisher, 2010). The moderate effect size ( $f^2 = 0.157$ ) further indicates that perceived organizational support plays a meaningful role in shaping workplace happiness, although other psychological mechanisms such as engagement also contribute to this relationship.

Work spirit was also found to positively and significantly influence workplace happiness ( $\beta = 0.289, p < 0.001$ ). This finding suggests that nurses who demonstrate enthusiasm, dedication, and optimism in their work tend to experience higher levels of workplace happiness. This result aligns with Self-Determination Theory, which explains that intrinsic motivation fosters positive emotional experiences and psychological well-being (Deci & Ryan, 1985). However, the effect size of work spirit on workplace happiness is relatively small ( $f^2 = 0.127$ ), indicating that work spirit alone may not be sufficient to enhance workplace happiness. This suggests that contextual factors such as organizational support and engagement play complementary roles. Previous studies also indicate that positive emotions derived from intrinsic motivation often influence well-being indirectly through psychological states such as engagement and meaning at work (Bakker & Demerouti, 2007; Fisher, 2010). Therefore, work spirit contributes to workplace happiness both directly and indirectly. The results further demonstrate that perceived organizational support ( $\beta = 0.389, p < 0.001$ ) and work spirit ( $\beta = 0.491, p < 0.001$ ) positively influence employee engagement. These findings support the Job Demands-Resources (JD-R) model, which posits that job resources and personal resources jointly enhance employee engagement (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2007). Organizational support functions as a job resource, while work spirit represents a personal motivational resource. Interestingly, work spirit exhibits a stronger effect on employee engagement ( $f^2 = 0.351$ ) compared to perceived organizational support ( $f^2 = 0.221$ ). This suggests that personal energy and enthusiasm may play a more dominant role in fostering engagement among nurses. Employees who possess strong internal motivation tend to invest more cognitive and emotional energy in their work, leading to higher engagement levels. These findings confirm that both contextual and individual resources are important drivers of employee engagement. Employee engagement was found to significantly influence workplace happiness ( $\beta = 0.364, p < 0.001; f^2 = 0.187$ ). This finding indicates that engaged nurses are more likely to experience positive emotions, meaningful work, and satisfaction, which ultimately enhance workplace happiness. This result is consistent with engagement theory, which suggests that engaged employees experience vigor, dedication, and absorption, leading to improved psychological well-being (Schaufeli *et al.*, 2002). Furthermore, engagement has been identified as a key predictor of employee well-being and positive work attitudes (Saks & Gruman, 2014). Engaged nurses tend to perceive their work as meaningful and rewarding, which enhances their overall happiness. Thus, employee engagement functions as an important psychological mechanism linking organizational resources and workplace happiness.

One of the primary contributions of this study is the examination of employee engagement as a mediating mechanism. The results show that employee engagement significantly mediates the relationships between perceived organizational support and workplace happiness ( $\beta = 0.142, p < 0.001$ ) and between work spirit and workplace happiness ( $\beta = 0.179, p < 0.001$ ). These findings indicate that both organizational and personal resources enhance workplace happiness through increased engagement. This result supports the JD-R model, which suggests that job resources and personal resources influence positive outcomes through motivational processes such as engagement (Bakker & Demerouti, 2007). Employee engagement therefore acts as a psychological bridge connecting organizational support and work spirit with workplace happiness. These findings extend previous research by demonstrating that engagement not only predicts performance but also enhances employee happiness and well-being. The structural model demonstrates strong explanatory power. The  $R^2$  value for workplace happiness is 0.762, indicating that perceived organizational support, work spirit, and employee engagement jointly explain 76.2% of the variance in workplace happiness. Meanwhile, the  $R^2$  value for employee engagement is 0.666, indicating moderate to substantial explanatory power. These values suggest that the proposed model has strong predictive capability (Hair *et al.*, 2020). Additionally, predictive relevance assessment shows that  $Q^2$  values for workplace happiness (0.710) and employee engagement (0.657) are greater than zero, indicating strong predictive relevance. The SRMR value of 0.048 ( $< 0.08$ ) further confirms good model fit. Combined with HTMT values below 0.90 and valid cross-loadings, these results confirm that both measurement and structural models are statistically robust. Theoretically, this study contributes to the positive organizational behavior literature by demonstrating that workplace happiness is shaped by both contextual resources (perceived organizational support) and personal motivational resources (work spirit) through employee engagement. This finding extends the JD-R model by incorporating workplace happiness as an affective outcome. Practically, hospital management should strengthen organizational support through recognition, fairness, and concern for employee well-being. Additionally, organizations should foster work spirit by promoting a positive work culture and meaningful job design. Interventions aimed at increasing employee engagement such as autonomy, feedback, and professional development, should also be prioritized, given its significant mediating role.

## 5 | CONCLUSIONS AND FUTURE WORK

This study investigated the role of perceived organizational support and work spirit in enhancing workplace happiness, with employee engagement acting as a mediating mechanism among public hospital nurses. The findings demonstrate that both perceived organizational support and work spirit significantly contribute to workplace happiness, while employee engagement plays a crucial mediating role linking organizational and personal resources to positive affective outcomes. The results highlight that workplace happiness is shaped by the interaction between

contextual organizational support and individual motivational resources. Perceived organizational support enhances nurses' psychological well-being by fostering a supportive work environment, whereas work spirit strengthens intrinsic motivation and positive emotional experiences. Employee engagement emerges as a key psychological pathway through which these factors influence workplace happiness, confirming its central role in translating organizational and personal resources into employee well-being. Hospital management should strengthen perceived organizational support through recognition, fairness, and attention to employee well-being, while simultaneously fostering work spirit by creating a positive work environment and meaningful job design. Additionally, initiatives to enhance employee engagement, such as providing autonomy, constructive feedback, and professional development opportunities should be prioritized to promote a happier and more sustainable work environment for nurses. This study has several limitations. First, the research was conducted at a single public hospital in Cirebon, which may restrict the generalizability of the findings. Second, the data were collected solely through self-reported questionnaires, which may introduce common method bias. Future research should extend this model across multiple healthcare institutions and incorporate additional variables such as leadership support, workload, psychological safety, job satisfaction, and turnover intention to provide a more comprehensive understanding of workplace happiness in healthcare settings.

## REFERENCES

- Ambarita, M. H., Candra, V., & Kunci, K. (2020). Efek mediasi motivasi atas hubungan etos kerja terhadap kinerja pegawai Dinas Kehutanan UPT Kesatuan Pengelolaan Hutan Wilayah II Pematangsiantar. *Jesya*, 3(2), 168-178. <https://doi.org/10.36778/jesya.v3i2.196>.
- Aulia, A., & Dania, R. R. (2023). Persepsi dukungan organisasi dan kepuasan kerja sebagai faktor kebahagiaan anggota polri di tempat kerja. *Empathy: Jurnal Fakultas Psikologi*, 6(1), 64-76. <http://dx.doi.org/10.12928/empathy.v6i1.26380>.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309-328. <https://doi.org/10.1108/02683940710733115>.
- Bogaert, P. Van, Timmermans, O., Mace, S., Heusden, D. Van, Wouters, K., & Franck, E. (2014). Nursing unit teams matter: Impact of unit-level nurse practice environment, nurse work characteristics, and burnout on nurse reported job outcomes, quality of care, and patient adverse events. *International Journal of Nursing Studies*, 51(8), 1123-1134. <https://doi.org/10.1016/j.ijnurstu.2013.12.009>.
- Deci, E. L., & Ryan, R. M. (1985). The general causality orientations scale: Self-determination in personality. *Journal of Research in Personality*, 19(2), 109-134. [https://doi.org/10.1016/0092-6566\(85\)90023-6](https://doi.org/10.1016/0092-6566(85)90023-6).
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>.
- Fisher, C. D. (2010). Happiness at Work. *International Journal of Management Reviews*, 12(4), 384-412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>.
- Ghozali, I., & Kusumadewi, K. A. (2023). *Partial Least Squares SmartPLS 4.0*. Universitas Diponegoro.
- Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110. <https://doi.org/10.1016/j.jbusres.2019.11.069>.
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research : Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027. <https://doi.org/10.1016/j.rmal.2022.100027>.
- Indriyani, R. D., Adiningsih, F., Siddiq, D. M., & Tembo, J. (2025). Hospital staff well-being: Examining workload, distributive justice, and the moderating role of social support. *Indonesian Interdisciplinary Journal of Sharia Economic*, 8(3), 9768-9779. <https://doi.org/10.31538/iijs.v8i3.7588>.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724. <https://doi.org/10.5465/256287>.

- Kinjerski, V. M., & Skrypnek, B. J. (2002). Defining spirit at work: finding common ground. *Journal of Organizational Change Management*, 17(1), 26-42. <https://doi.org/10.1108/09534810410511288>.
- Klana, A. T., Attohir, M. I., & Siddiq, D. M. (n.d.). Examining the Influence of Social Support, Work-Life Balance, and Person-Job Fit on Work Engagement: Evidence from Furniture Industry. *Asian Journal of Management Entrepreneurship and Social Science*, 5(03), 1244-1263. <https://doi.org/10.63922/ajmesc.v5i03.1399>.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. *Journal of Management*, 43(6), 1854-1884. <https://doi.org/10.1177/0149206315575554>.
- Madjidu, A. (2022). Analisis lingkungan kerja, budaya organisasi dan semangat kerja dan pengaruhnya terhadap produktivitas kerja pegawai. *Jesya*, 5(1), 444-462. <https://doi.org/10.36778/jesya.v5i1.598>.
- Mumtazah, I. (2025). The Influence of Work-Life Balance on Happiness at Work Among Nurses. *Psikologi Prima*, 8(1), 37-46. <https://doi.org/10.34012/psychoprime.v8i1.6578>.
- Prawira, Y. Y., Nirvana, D. Z., Siddiq, D. M., & Alang, T. (2026). The role of perceived organizational support and interpersonal justice in shaping affective commitment among Gen-Z employees: The mediating effect of intrinsic motivation. *Jurnal Manajemen UIKA*, 17(1), 34-54. <https://doi.org/10.32832/jm-uika.v17i1.20541>.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714. <https://doi.org/10.1037/0021-9010.87.4.698>.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635. <https://doi.org/10.5465/amj.2010.51468988>.
- Robert, C., & Wasti, S. A. (2002). Organizational individualism and collectivism: Theoretical development and an empirical test of a measure. *Journal of Management*, 28(4), 544-566. [https://doi.org/10.1016/S0149-2063\(02\)00143-5](https://doi.org/10.1016/S0149-2063(02)00143-5).
- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155-182. <https://doi.org/10.1002/hrdq.21190>.
- Sarstedt, M., Hair, J. F., Hult, G. T. M., Ringle, C. M., Thiele, K. O., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, 45(5), 616-632. <https://doi.org/10.1007/s11747-017-0517-x>.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315. <https://doi.org/10.1002/job.248>.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. (2002). The measurement of engagement and burnout: a two sample confirmatory factor analytic approach. *Journal of Business Studies*, 3(1), 71-92. <https://doi.org/10.9790/487x-1810041925>.
- Siswanti, Y., & Pratiwi, K. W. (2020). Analisis dukungan organisasional persepsian dan employee engagement terhadap kinerja karyawan: Kepuasan kerja sebagai pemediasi. *Jurnal Manajemen dan Keuangan*, 9(3), 286-304.
- Wulandari, T., Kharismasyah, A. Y., Bagis, F., & Randikaparsa, I. (2024). Improving nurse performance: Does employee engagement mediate? *Journal of Healthcare Management*, 4(6), 230-245. <https://doi.org/10.59822/IJEBER.2024.4616>.

How to cite this article: Sari, I. W., Siddiq, D. M., Sulistiyana, C. S., Ramli, N. H., & Tri, N. C. (2026). Perceived Organizational Support and Work Spirit as Predictors of Workplace Happiness: The Mediating Role of Employee Engagement Among Public Hospital Nurses. *Indonesian Journal Economic Review (IJER)*, 6(2), 932-944. <https://doi.org/10.59431/ijer.v6i2.872>.