

Analysis of the Influence of Organizational Commitment, Organizational Citizenship Behavior, Turnover Intention on Employee Happiness, and Employee Productivity at Flash Fitness Surabaya

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Abstract

The purpose of this paper is to examine the influence of Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), and Turnover Intention (TI) on Employee Happiness (EH), and Employee Productivity (EP) at Flash Fitness Surabaya. Through quantitative research using the Amos 22.0 program, a sample of 120 employees of Flash Fitness Surabaya was analyzed using a questionnaire. The result is there is a significant positive between Organization Commitment (OC) with Employee Happiness (EH), Organization Citizenship Behavior (OCB) with Employee Happiness (EH), Turnover Intention (TI) with Employee Happiness (EH), and Employee Happiness (EH) with Employee Productivity (EP) at Flash Fitness Surabaya. The sample is focused on the private business sector. Future research might consider other service sectors, such as the hotel industry, factory, and start-up industry for comparison. This narrow data pool limited the researcher's ability to generalize the findings. The result of this research will help to boost employee happiness which is related to employee productivity the external aspects and will connected to building relationships with customer satisfaction and customer loyalty. Strengthening the internal aspects is a great foundation for gathering employee trust. The data was to some extent constrained by being very context-specific, as it was gathered from participants in only one fitness business at Surabaya. Therefore, more work in another business field or country is necessary for a clearer picture.

Keywords: Organizational Commitment, Organizational Citizenship Behavior, Turnover Intention, Employee Happiness, Employee Productivity, Employee Performance, Employee Well-Being, Employee Benefit.

Introduction

Employee Happiness and Employee Productivity are believed to influence each other. Quoted from a study in 2017, it was found that when the office situation is happy, it will also be reflected in the increase in employee productivity and company profits (Brunetto, Farr-Wharton, Teo, Shacklock, & Shriberg, 2017). Then in 2022, a study was conducted that revealed again that Employee Happiness is a factor that leads to the development of innovation, productivity, and

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profit in a company. Amid the difficulty of finding work and the ideal of employees to have a work-life balance, attention to Employee Happiness is one of the things that companies can do to reduce the high employee turnover (Gordon, 2022). In Indonesia, there is also the same phenomenon, namely that in 2023 there was a significant increase in employees who were unhappy with their workplace and the work they were doing. This is because employees have lost meaning and are starting to look for that meaning behind the support they get in the world of work as one of the mental health needs of employees after the COVID-19 pandemic. This is also what makes companies start to pay attention to the need for non-monetary rewards, especially in terms of fulfilling mental health needs and creating employee happiness (Wadrianto, 2023). Another phenomenon that occurred after going through the Covid-19 pandemic, health became one of the main concerns for the community. This is done by joining fitness facilities to increase endurance and create a healthy lifestyle. Exercise is believed to be a stress reliever and can increase happiness hormones, affecting productivity and increasing focus and concentration. So, it is also believed to be one of the efforts that can increase employee happiness and employee productivity. So several companies add this health and wellness benefit to the employee well-being program offered by human resource management (Daniswari, 2019). Seeing the need for public awareness of the importance of health, this has become a business opportunity for Flash Entertainment Indonesia (FEI) to establish Flash Fitness Surabaya which has been established since 2013 by Mr. Sutrisno and Mrs. Lutfia who like to exercise and want to share the spirit of this healthy lifestyle with the community, especially in Surabaya. FEI first opened Flash Fitness in the Gayungsari area in 2024 and has opened 3 other branches, namely in Lippo Plaza Sidoarjo, City of Tomorrow Mall, and Royal Plaza Mall. Currently, FEI has 200 employees spread across the 4 branches. However, seeing the very tight competition today and to maintain its position in the market, Flash Fitness needs to see and understand the factors that influence Employee Happiness (EH) and Employee Productivity (EP).

So, from all the phenomena and facts above, this study will focus on analyzing the Influence of Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), and Turnover Intention (TI) on Employee Happiness (EH) and Employee Productivity (EP) at Flash Fitness Surabaya. It is hoped that this study can help Flash Fitness Surabaya improve the benefits needed by employees so that it can improve employee performance and company profits and become a comfortable place to work for employees.

2. Literature Review

2.1.1 Organizational Commitment (OC)

Organizational Commitment (OC) is a spontaneous and organic condition where every individual who works in an organization is willing to work, provide input, and show loyalty to the company (Al-Jabari & Ghazzawi, 2019). Employees who have Organizational Commitment (OC) are believed to have the initiative and concern to provide useful input for the progress of the company (Tuna & Ghazzawi, 2011). Organizational Commitment (OC) is feedback issued by employees when employees achieve job satisfaction and show loyalty by providing innovation and input that is useful for internal progress in the company and externally with vendors and consumers (Fornes & Rocco, 2004). Organizational Commitment is an intangible asset and can't shaped in a short-term period. Organizational Commitment is a hidden investment that is personally valued by the employee in the organization. That hidden investment will show how the employee reacts to the movement in the organization, it can be a positive or negative reaction, that was depend how loyal is the employee to the organization. When the employee is offered new opportunities in other companies, this Organization Commitment will help the employee choose the answer (Jabari & Ghazzawi, 2019). When the Organization's Commitment was strong, it was easy for the employee to refuse the offer to move to another company. But, if the foundation of the

Organization's Commitment is weak, it's easier for the employee to receive the offer and move to the new company, to seek new challenges. Another example is side-bet commitment situation when the employee's values are aligned and connected with the organization's vision, mission, and purpose. In this situation, employee happiness will be aligned and connected with how strong foundation of the Organization's Commitment (Becker, 1960). The Organization's Commitment was constructed by Affective commitment (employee motivation), Continuance Commitment (attendance and job motivation), and Normative Commitment (Employee Health and well-being). That will show a correlation with job satisfaction, job involvement, and Occupational Commitment in the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). So, it is predicted that Organizational Commitment (OC) has a significant relationship with Employee Happiness (EH).

H1: Organizational Commitment (OC) is significantly related to Employee Happiness (EH).

2.1.2 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a condition when employees are willing to do work above the expectations expected by the company. This is also related to when employees do work beyond the job description given by the company (Ramos & Ellitan, 2023). Organizational Citizenship Behavior (OCB) is also a condition when employees dedicate their time and energy to do things outside of their duties and outside of their specified working hours. This happens naturally and spontaneously. This condition provides profit for the company because it occurs without pressure and coercion but comes directly from the willingness and initiative of the employee (Maisyura & Heriyana, 2022). Organizational Citizenship Behavior (OCB) in an organization is also believed to be the foundation of solid teamwork and influences the output that will be adopted by the team in assessing work and collaboration (Sanjaya & Setiawan, 2017). Organizational Citizenship Behavior (OCB) will build feeling to share knowledge and caring with colleagues in the organization. If the transfer of knowledge is fair enough, that will affect the quality of collaboration in the organization (Ingrams, 2020). Organizational Citizenship Behavior (OCB) is related to goal clarity and job performance too. Role ambiguity can decrease employee performance by causing emotional and cognitive stress, but goal clarity can increase job performance. If the job performance were transparent, clear, and effective, that would increase employee happiness (Pandey & Rainey, 2006). So, it is predicted that Organizational Citizenship Behavior (OCB) has a significant relationship with Employee Happiness (EH).

H2: Organizational Citizenship Behavior (OCB) is significantly related to Employee Happiness (EH).

2.1.3 Turnover Intention (TI)

Turnover Intention (TI) is a condition that shows employee reports submitting resignations based on the time submitted and is accurate data that can be used to calculate the turnover rate in a company's management performance (Lazzari, Alvarez, & Ruggieri, 2022). Turnover Intention (TI) is also a condition when employees decide to resign from their current jobs and decide to move to another company. A lot of reasons that cause the turnover intention is to seek better job opportunities to increase the quality of life. While turnover intentions dimensions consist of quitting and getting a new job because of health problems or the environment of work, a better position, better income, better opportunity for self-development, and getting a more challenging job, easy transportation, or close to the family (Santoni & Harahap, 2018). If this point Turnover Intention (TI) is high, it will be an evaluation for the company in assessing the company's internal performance (AK, 2018). Turnover Intention (TI) occurs when the leadership style in a company fails to provide a comfortable atmosphere and opportunities for employees to interact, express opinions, and develop their abilities (Saeed & Jun, 2022). Turnover is the enemy

of the organization, which can affect the daily operations and feedback. The organization will design and plan an effective workplace to reduce the turnover intention. That will be a big project for human resource management in the organization to keep the pace of the movement (Yusuf & Widodo, 2023). Turnover Intention (TI) can show how the management did the planning, organizing, leading, and controlling. When the organization can help the employee find the meaning of life aligned with the quality of work at the company, the employee will feel owned and be an important asset to the company. So, it is predicted that Turnover Intention (TI) has a significant relationship with Employee Happiness (EH).

H3: *Turnover Intention (TI) is significantly related to Employee Happiness (EH).*

2.1.4 Employee Happiness (EH) and Employee Productivity (EP)

Employee Happiness (EH) is a condition of good mood and emotions and positively impacts perspective and attitude. This also provides employee cooperation in Employee Productivity (EP) performance (Fisher, 2010). Employee Happiness (EH) needs to be built from each first to create positive performance and initiative within the team (Erez & Isen, 2002). Employee Happiness will help employees get promotions because of great Job Performance (Agustina, Permanar, Nurhayati, Ahman, & Febrian, 2020). This belief can help Employees increase their Health and well-being too. Employee Happiness (EH) is affective well-being, which is when the employee feels happy and enjoys the job process day-to-day and week-to-week. Happiness is related to personal mood and behavior that is related to ambiance at the workplace. When happiness can increase mood and also increase initiative and productivity, that make the organization must build a strong foundation for Employee happiness and well-being (Bellet, Neve, & Ward, 2019). Employee Productivity (EP) is the efficiency level resulting from employee performance, especially in terms of time, ability, energy, and resources (Singh & Chaudhary, 2022). Employee Productivity (EP) is also associated with increasing company performance and profits effectively and efficiently. When employee needs, both material and non-material, are met well, it can increase Employee Productivity (EP) (Adeinat & Kassim, 2019). Employee Productivity (EP) is the result of employee satisfaction and will change into the initiative to do the job performance. When the employee is unsatisfied, the job performance will decrease, but when the employee is satisfied, the mood and behavior will command the employee to take the initiative to do job performance better (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). So, it is predicted that Employee Happiness (EH) has a significant relationship with Employee Productivity (EP).

H4: *Employee Happiness (EH) has a significant relationship with Employee Productivity (EP)*

2.2 The Framework of Research Model

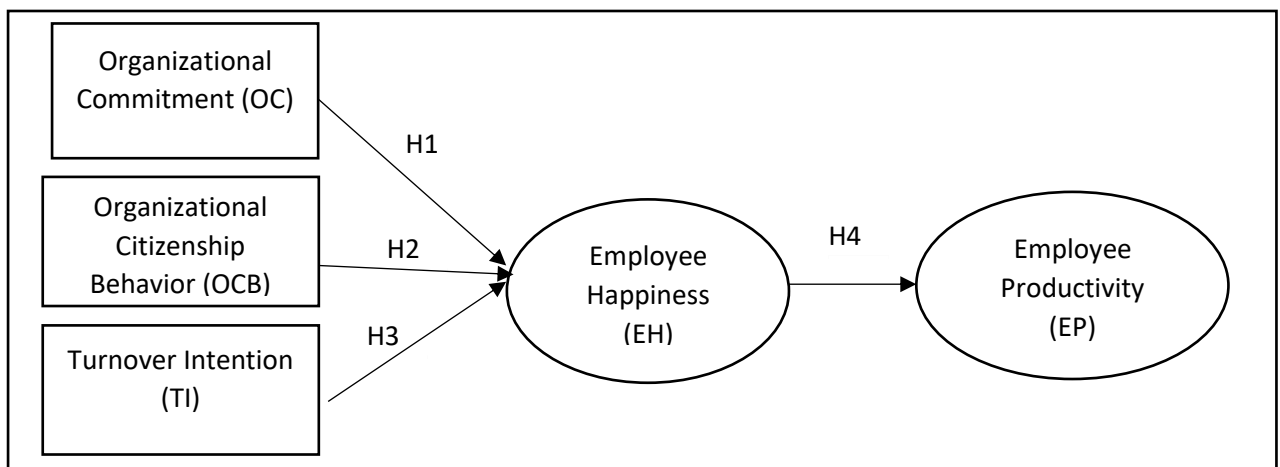


Figure 2.1 The Framework of Research Model

3. Research Methods

The research method uses quantitative data from collecting survey data to help make a decision. This research is causal because the research will examine if there's a cause-and-effect relationship when the independent and dependent variables influence each other. The method will use a multivariable research model, the Structural Equation Model (SEM) with the AMOS 22.0 program. Amos will provide the data using a path diagram to represent the models with the computer. Amos is the most effective and reliable to represent the result (Malkanthe, 2015).

This part will examine models about the effect of Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), and Turnover Intention (TI) on Employee Happiness (EH) and Employee Productivity (EP) at Flash Fitness Surabaya. The population used in this study is Employees at Flash Fitness Surabaya. Participants were sampled using purposive sampling as they were employees (men and women) which is has one year of experience working at Flash Fitness Surabaya. Participants were given some background knowledge on the topic of employee happiness and employee productivity before receiving their consent. The sample of eligible participants in this research was 120 people from 127 total employees. The items on the questionnaire will be answered by the participants, and the responses will be provided on a Likert scale. A Likert scale uses parameters to measure the possibilities from various answers to a statement or set of measurements. There are typically five possible responses: 1 for strongly disagree, 2 for disagree, 3 for neither agree nor disagree, 4 for agree, and 5 for strongly agree (Joshi, Kale, Chande, & Pal, 2015). After collecting all the questionnaires, the answers from the questionnaire will be chosen by the researcher and will be tested using AMOS 22.0. The questionnaire will be divided into two parts. The first part asks general questions about respondents. The second part will measure how to gather research data and examine the impact of Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), and Turnover Intention (TI) on Employee Happiness (EH) and Employee Productivity (EP) at Flash Fitness Surabaya.

4. Result & Discussion

4.1 Assessment of Measurement Model

Table 1: Structural Equation Model Path Estimates

| | | | Estimate | S.E. | C.R. | P | Label |
|-----------------------|------|-------------------------------------|----------|------|--------|-----|--------|
| Employee_Happiness | <--- | Organizational_Commitment | .379 | .091 | 4.185 | *** | par_11 |
| Employee_Happiness | <--- | Organizational_Citizenship_Behavior | .376 | .095 | 3.981 | *** | par_12 |
| Employee_Happiness | <--- | Turnover Intention | .320 | .091 | 3.550 | *** | par_13 |
| Employee_Productivity | <--- | Employee Happiness | .747 | .103 | 7.315 | *** | par_14 |
| x3 | <--- | Organizational_Commitment | 1.000 | | | | |
| x2 | <--- | Organizational_Commitment | .876 | .122 | 7.209 | *** | par_1 |
| x1 | <--- | Organizational_Commitment | .819 | .123 | 6.775 | *** | par_2 |
| y1 | <--- | Employee_Happiness | 1.000 | | | | |
| y2 | <--- | Employee_Happiness | 1.003 | .089 | 11.411 | *** | par_3 |
| y3 | <--- | Employee_Happiness | 1.168 | .099 | 11.852 | *** | par_4 |
| y4 | <--- | Employee_Productivity | 1.000 | | | | |
| y5 | <--- | Employee_Productivity | 1.295 | .121 | 10.752 | *** | par_5 |
| y6 | <--- | Employee_Productivity | 1.062 | .081 | 13.264 | *** | par_6 |
| x6 | <--- | Organizational_Citizenship_Behavior | 1.000 | | | | |
| x5 | <--- | Organizational_Citizenship_Behavior | 1.066 | .106 | 10.096 | *** | par_7 |
| x4 | <--- | Organizational_Citizenship_Behavior | 1.017 | .102 | 10.067 | *** | par_8 |

| | | Estimate | S.E. | C.R. | P | Label |
|----|-------------------------|----------|------|-------|-----|--------|
| | Behavior | | | | | |
| x9 | <--- Turnover_Intention | 1.000 | | | | |
| x8 | <--- Turnover_Intention | 1.166 | .147 | 7.955 | *** | par_9 |
| x7 | <--- Turnover_Intention | 1.057 | .148 | 7.430 | *** | par_10 |

Source: Amos 22.0 Analysis Result, 2024

Table 2: SEM Path Estimates

| | | Estimate |
|-----------------------|--|----------|
| Employee_Happiness | <--- Organizational_Commitment | .448 |
| Employee_Happiness | <--- Organizational_Citizenship_Behavior | .446 |
| Employee_Happiness | <--- Turnover_Intention | .445 |
| Employee_Productivity | <--- Employee_Happiness | .450 |
| x3 | <--- Organizational_Commitment | .705 |
| x2 | <--- Organizational_Commitment | .888 |
| x1 | <--- Organizational_Commitment | .777 |
| y1 | <--- Employee_Happiness | .783 |
| y2 | <--- Employee_Happiness | .801 |
| y3 | <--- Employee_Happiness | .842 |
| y4 | <--- Employee_Productivity | .832 |
| y5 | <--- Employee_Productivity | .799 |
| y6 | <--- Employee_Productivity | .948 |
| x6 | <--- Organizational_Citizenship_Behavior | .854 |
| x5 | <--- Organizational_Citizenship_Behavior | .879 |
| x4 | <--- Organizational_Citizenship_Behavior | .849 |
| x9 | <--- Turnover_Intention | .798 |
| x8 | <--- Turnover_Intention | .860 |
| x7 | <--- Turnover_Intention | .754 |

Source: Amos 22.0 Analysis Result, 2024

From the analysis data, CR values are above 2.00. It means the Causal relationships that occur between Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), Turnover Intention (TI) on Employee Happiness (EH), and Employee Productivity (EP) have a significant relationship.

Table 3: Reliability Test

| Variable | Indicator | Factor Loading (FL) | Error | Construct Reliability |
|---|-----------|---------------------|-------|-----------------------|
| Organizational Commitment (OC) | X1 | 0,773 | 0,602 | 0,79405678 |
| | X2 | 0,881 | 0,772 | |
| | X3 | 0,702 | 0,793 | |
| Organizational Citizenship Behavior (OCB) | X4 | 0,851 | 0,722 | 0,76456787 |
| | X5 | 0,874 | 0,763 | |
| | X6 | 0,851 | 0,722 | |
| Turnover Intention (TI) | X7 | 0,744 | 0,550 | 0,75065789 |
| | X8 | 0,863 | 0,741 | |
| | X9 | 0,792 | 0,833 | |
| Employee Happiness (EH) | Y1 | 0,781 | 0,611 | 0,73631755 |
| | Y2 | 0,801 | 0,642 | |
| | Y3 | 0,842 | 0,701 | |
| Employee Productivity (EP) | Y4 | 0,832 | 0,692 | 0,72453214 |
| | Y5 | 0,804 | 0,641 | |
| | Y6 | 0,953 | 0,892 | |

Source: Amos 22.0 Analysis Result, 2024

From the analysis data, all the Construct Reliability from every indicator on the questionnaire $\geq 0,70$ and that were valid and reliable to continue the research.

Table 4: Feasibility Testing Index

| Goodness-of-fit-index | Cut-off Value | Analysis Result | Model Evaluation |
|----------------------------|------------------------|-----------------|------------------|
| X ² -chi-square | Small, $\leq 378,6822$ | 300,532 | Good |
| Significant Probability | $\geq 0,005$ | 0,001 | Good |
| RMSEA | $\leq 0,08$ | 0,079 | Good |
| CMIN/DF | $\leq 2,0$ | 1,844 | Good |
| TLI | $\geq 0,95$ | 0,961 | Good |
| CFI | $\geq 0,95$ | 0,974 | Good |

Source: Amos 22.0 Analysis Result, 2024

From the analysis data through confirmatory factor analysis and structural equation model (SEM), we can receive the model in this research (Table 4). The results were matched with the category goodness of fit, yaitu chi-square= 300,532; significant probability = 0,001; RMSEA= 0,079; CMIN/DF= 1,844; TLI=0,961; CFI=0,974. This model fit will be used measure to four hypotheses in this research (Table 5).

4.2 AMOS Structural Model and Hypotheses Testing

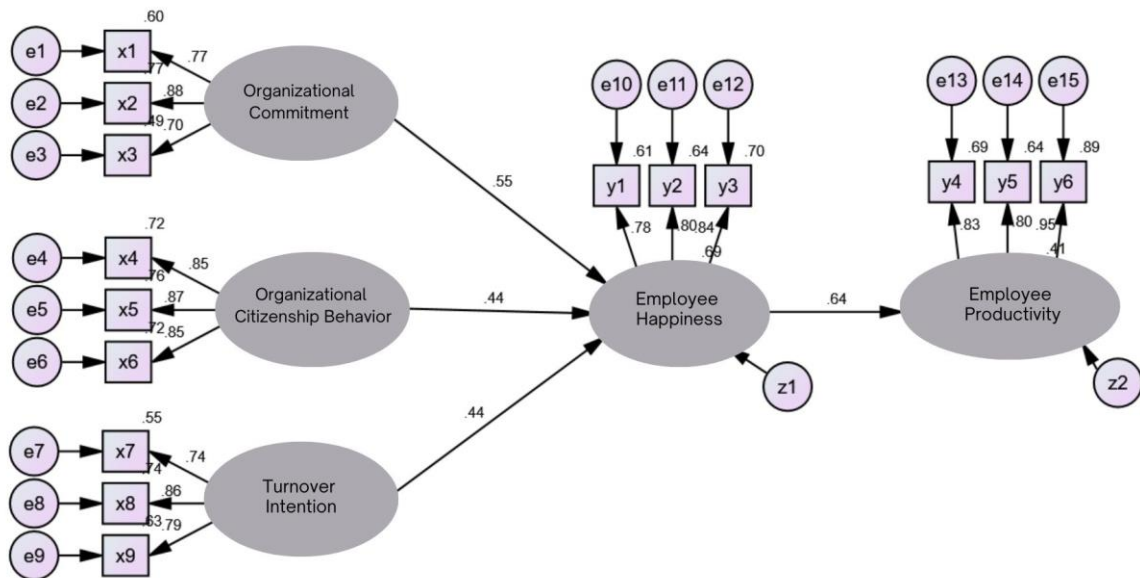


Figure 4.1: Full Structural Equation Model, Source: Amos 22.0 Analysis Result, 2024

Table 5: Testing Result

| Hypotheses | Analysis |
|--|----------|
| H1: Organizational Commitment towards Employee Happiness | Accepted |
| H2: Organizational Citizenship Behavior towards Employee Happiness | Accepted |
| H3: Turnover Intention towards Employee Happiness | Accepted |
| H4: Employee Happiness Towards Employee Productivity | Accepted |

4.3 Discussion

The result from Amos 22.0 explains that the relationship between Organizational Commitment, Organizational Citizenship Behavior, and Turnover Intention on Employee Happiness and Employee Productivity has a significant relationship in a positive direction with a value of C.R. ± 2.00 with a significance level < 0.05 (5%). This showed that hypotheses H1, H2, H3, and H4 were accepted (Tables 1,2, and 5).

The result and findings can contribute to the relationship between Organizational Commitment, Organizational Citizenship Behavior, Turnover Intention on Employee Happiness, and Employee Productivity in the future at Flash Fitness Surabaya. **The organizational commitment is the most important aspect with the highest regression coefficient = 0.448 and C.R= 4.185 having a significant positive effect on the Employee Happiness at Flash Fitness Surabaya.** The previous research found too that there is a positive correlation between an organization's commitment and employee happiness. It will affect the profitability and revenue. When the organization succeeds in building a solid foundation of organizational commitment, that will help the employee gain more trust in the organization. In this way, the employee will align their value with the organization's values (Algarni, 2023). For current research, this aspect is the most important and needs special attention for developing employee happiness. This aspect will help the organization to collect all the ideas and initiatives to improve the effectiveness and efficiency of the organization's performance. If the employees are satisfied with the organization, the employees will willing to contribute and show loyalty through all the initiatives and innovations. That was a strong foundation to build strong organizational commitment and will give positive feedback on Employee Happiness. When all the needs were fulfilled and the employees felt connected and aligned with the organization. Satisfied and happy employees will create an optimistic ambiance to finish the job and achieve maximum success. The organization can start building an awareness of the vision, mission, and purpose for a strong teamwork culture, and make clear communication and goals, Employees will feel a sense of ownership and tend to stay longer in the organization. The organization must apply transparency and encourage open communication, maintain work ethics, and create a positive work culture. With this situation, the employee will have a space to share ideas, and innovations, and develop trust with the organization. The employee benefits have a strong foundation to improve employee trust and will affect employee happiness and job motivation in the external aspect (stakeholder and shareholder aspects).

The organizational citizenship behavior is another aspect with the highest regression coefficient = 0.446 and C.R= 3.981 having a significant positive effect on the Employee Happiness at Flash Fitness Surabaya. Previous research found that there is a positive correlation between organizational citizenship behavior and Employee Happiness too. From current research, this indicator is important and the organization can start establishing suitable Organizational Citizenship Behavior (OCB) to achieve employee happiness. Organizational Citizenship Behavior (OCB) builds altruism, courtesy, sportsmanship, conscientiousness, and civic virtue in the organization's performance. Organizational citizenship Behavior holds an important role in making a strong impression on the employees of the organization (Kataria, Garg, & Rastogi, 2012). The organization can train the employees to support their job performance. Every year the organization must do the research and evaluation. The organization can give a formal evaluation for negative consequences and reward for every positive consequence. This evaluation can help the organization decide on hiring, recruiting, and planning the training program for the employees. Successful Organizational Citizenship Behavior (OCB) can help reduce stress, create better social interactions, develop a sense of belonging among the employees, boost employee morale, and increase work meaningfulness. So it can have tremendous benefits both on the workforce and organization. It hopes can increase employee happiness to dedicate their time and energy to do things outside of their duties and outside of their specified working hours, naturally and spontaneously. A suitable leadership style was an important part too to build a strong organizational citizenship behavior. Because the great leader will encourage and empower the employee to do the self-discipline and self-improvement. The leadership style can make a great team too. A solid team can be a key to making strong internal

aspects in an organization. When the workforce environment supports employee development, that will boost the employee to give the best for the job performance and also can give the best amount for revenue and profitability in the future. It hopes can increase goal clarity and job satisfaction too.

The turnover intention has a regression coefficient = 0.445 and C.R= 3.550 having a significant positive effect on Employee Happiness at Flash Fitness Surabaya. Previous research stated that there is a positive correlation between Turnover Intention and Employee Happiness. Previous studies stated that “having a life purpose reduces turnover intention.” The employee needs to feel that their job contributes to their life purpose. That is why clear communication is important to create a meaningful workforce environment. Respecting and paying attention to the employee's needs and expectations can help to reach that mission too (Charles-Leija, Castro, Toledo, & Ballesteros-Valdés, 2023). From current research, this indicator needs special attention too, because it's related to employee satisfaction in the organization. Employee turnover can show how fit is the leadership style in the management, and how strong are the internal aspects of the organization. The management must evaluate the leader and employees using organizational citizenship behavior implementation. The evaluation can take both sides' points of view. This can enrich the information to decide the future. It hopes to decrease the turnover intention and increase employee happiness. When the employee feels happy and enjoys the job and workforce, it can help boost the employee's performance and affect the employee's happiness. Turnover The organization can gather suggestions and ideas from the leader and employees too. In this way, the organization can find suitable programs and benefits to meet the needs of the leader and employees. It can help to create great self-development and successful team building to achieve employee happiness.

Employee happiness has a regression coefficient = 0.450 and C.R= 7.315 having a significant positive effect on the Employee Productivity at Flash Fitness Surabaya. An extensive study from a previous study by Oxford University Said Business School found that when workers are happier, workers will work faster and convert more calls to sales. Happiness and productivity have been found that workers are 13% more productive when they are happy and satisfied with the company (Bellet, Neve, & Ward, 2019). Current research found that Employee happiness is the most important foundation to achieve great employee productivity too. When the employee feels satisfied, the employee will be loyal to the organization too. Satisfied can be identified as happiness, when the employee gets more attention to their needs to fulfill the job. The benefits can be various such as monetary and non-monetary rewards. It depends on how the management system gives the appreciation to the employee productivity. So, this study, showed how positive Employee Happiness will affect positive Employee Productivity too. Organizational Commitment, Organizational Citizenship Behavior, and Turnover Intention play a great role in creating positive Employee Happiness. If all those aspects can be achieved by the organization, this will increase Employee Productivity in the organization. This will be a great finding to help Flash Fitness Surabaya to plan, organize, lead, and control employee happiness and employee productivity and strengthen the internal and external aspects of their organization.

5. Conclusion

The results of this study showed there are significant effects between Organizational Commitment, Organizational Citizenship Behavior, Turnover Intention with Employee Happiness, and Employee Productivity. Human resource management (HRM) still holds an important aspect for developing employee happiness and productivity in the organization. If the organization was paying attention to the internal aspects such as Organizational Commitment, Organizational Citizenship Behavior, and Turnover Intention, it could help the organization make

the best decision-making process. The organization can start to give more attention to the Organization's Commitment by increasing positive employee motivation through employee training, employee outing activities, etc, effective job attendance & job motivation through regular checks on the employee attendance and performance appraisal record, and prioritizing employee health and well-being through give reward or employee benefit to enrich and boost employee motivation. Then for the Organizational Citizenship Behavior, the organization can focus on creating an optimistic workforce environment (suitable leadership style with teamwork style based on organizational purposes, clear and transparent job workload, and evaluation for increase employee self-esteem and self-improvement), so it can increase positive transfer knowledge, solid leadership and teamwork, clear workload, and success goal clarity. For the Turnover Intention, the organization must focus on strengthening the foundation of employee loyalty with regular evaluation to check the employee needs, expectations, and problems in the organization through suggestion boxes or brainstorming discussion forums, so the management can understand the situation in each division and try to find the best solution in the future. For the employee happiness, the organization can give more attention to the employee well-being. The organization can make a regular check on employee's needs, wants, and expectations. The monetary and non-monetary rewards can help to boost employee happiness which is related to employee productivity the external aspects and will connected to building relationships with customer satisfaction and customer loyalty. This study, hopes can help Flash Fitness Indonesia compete with other gym businesses in East Java, especially in the Surabaya Area.

5.1 Recommendation & Applications

The next studies can add more variables to get another result from different points of view and can applied in another business field for example Employee Engagement, Leadership Style, Employee Loyalty, and Employee Experience. The research can use different quantitative models and methods such as PLS or using qualitative methods through interviews and observation. So, the result can enrich the collaboration with the trend in employee and customer behavior. It can help the decision-making process in the future for the leaders in the management and increase employee well-being in a positive workforce environment.

5.2 Limitations and Future Research Directions

The sample is focused on the private business sector. Future research might consider other service sectors, such as the hotel industry, factory, and start-up industry for comparison. In addition, the data was to some extent constrained by being very context-specific, as it was gathered from participants in only one fitness business at Surabaya. This narrow data pool limited the researcher's ability to generalize the findings. Because the sample size was limited and the majority of the respondents were men, the conclusions may differ depending on the proportion of male-to-female employees within that particular workplace.

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