

Exploring the Impact of Psychological Capital and Coworker Support on Happiness at Work: Thriving as a Mediator Among Women Quality of Work Life

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ABSTRACT

The factors influencing happiness at work, specifically focusing on Balinese women who balance multiple roles in their personal, community, and professional lives. Happiness at work has become an important topic due to its significant impact on overall well-being, job satisfaction, and organizational success. This research aims to determine the influence of psychological capital and colleague support on happiness at work and thriving as a mediator in Balinese women with multi-roles. The complex roles and demands undertaken by Balinese women cause a high possibility of conflict, which causes absenteeism at work, stress, fatigue, and happiness at work. The characteristics of the subjects in this study were female, domiciled in Bali, part of a banjar manner in a traditional village, married and preferably having at least one child under 14 years of age, working in certain agencies as professionals, and having a minimum of 1 year of service. The sampling techniques used were convenience and snowball sampling. There are four scales used in this research, namely Psychological Capital Questionnaire, Co-worker Support Scale, Thriving at Work Questionnaire, and Happiness at Work Questionnaire. Data analysis in this research uses PLS. The research results show a direct influence between psychological capital and happiness at work and a direct effect between thriving and happiness at work. However, colleague support does not directly influence happiness at work. Then, thriving can act as a variable that mediates the effect of psychological capital on happiness at work and the influence of colleague support on happiness at work.

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BACKGROUND

Happiness is a key priority in an individual's life, widely recognized as a central element to well-being. It is typically associated with positive emotions and activities that individuals enjoy, shaping both their experiences and evaluations of life. According to De Neve and Ward (2017), happiness goes beyond fleeting moments of joy, reflecting a deep sense of life satisfaction. Carr (2004) elaborates on the multifaceted nature of happiness, outlining various domains such as family, relationships, work, and personal growth (Rao dkk., 2018). These domains interact and contribute to an

individual's overall sense of well-being, which is crucial for both personal fulfillment and societal contribution. Happiness at work, as an extension of this concept, has gained increasing attention, particularly in the context of modern work environments where employees' mental and emotional health is increasingly recognized as essential for productivity (Salas-Vallina dkk., 2017).

Recent data supports the growing awareness of the significance of happiness at work. A 2021 survey by the American Psychological Association (APA) revealed that 59% of employees have prioritized mental health since the COVID-

19 pandemic (Luthans dkk., 2007). The pandemic's challenges highlighted the interconnectedness of mental well-being and work performance. Global surveys, such as the Gallup World Poll, further illustrate that countries like Indonesia rank lower in job satisfaction, underscoring the global nature of the issue (Luthans & Avolio, 2009). These findings are crucial for understanding the impact of work-related happiness on both individual and organizational success. It emphasizes the necessity of creating work environments that promote happiness, which in turn drives positive outcomes such as greater productivity, employee retention, and overall organizational success.

Workplaces where employees feel happy and supported are often more productive and have lower turnover rates. A happy employee is more likely to contribute positively to their organization, as they experience greater engagement and satisfaction in their roles. Conversely, unhappiness at work can lead to lower job satisfaction, higher absenteeism, and an increased likelihood of counterproductive behaviors, which directly harm organizational efficiency (Fitriana dkk., 2022; Gagné & Deci, 2005). The relationship between work and happiness is not just a matter of individual preference but a core factor in achieving sustained productivity within an organization. In particular, understanding the factors that contribute to happiness at work can help organizations foster environments where employees are more likely to thrive (Fitriana dkk., 2022).

The concept of happiness at work is complex and can be broken down into three key dimensions: job satisfaction, affective organizational commitment, and work engagement. Job satisfaction refers to the emotional response individuals have to various aspects of their work, such as the nature of the job, the work environment, and organizational policies (Boyd, 2015). It is a broad measure of how employees feel about their job and their workplace. Affective organizational commitment, on the other hand, involves the emotional attachment an employee has to their organization, often manifesting in loyalty and a desire to remain within the company (Birkeland dkk., 2017). Lastly, work engagement is a state of being highly involved in one's work, characterized by vigor, dedication, and absorption in work tasks (Bestari & Bestari, 2019).

Several factors have been identified as influencing happiness at work. Personality traits, cultural background, social support, and work environment all play significant roles. Basinska and Rozkwitalska (2020) identifies personality and cultural influences as important determinants of work happiness, alongside factors like marital status, health, and spiritual beliefs. Avey dkk. (2011) argue that positive relationships with colleagues, achievement, physical work environment, compensation, and health all contribute to a positive work experience. Similarly, Atan dkk. (2021) propose a framework that categorizes the factors affecting happiness into organizational, social, and personal domains. Organizational factors include the work environment and policies, social factors pertain to relationships with

colleagues and social support, while personal factors involve an individual's traits and their ability to manage stress (Allen & Meyer, 1990).

The importance of managing negative emotions and stress in the workplace is also evident in the literature. Abid and Contreras (2022) note that reducing stress and negative emotions is crucial for achieving happiness at work. This is particularly relevant when examining the unique challenges faced by women, especially in cultures with complex gender roles. The role of Balinese women, for example, is shaped by cultural expectations that demand their involvement in domestic duties, community activities, and professional work. This tri-role situation can lead to role conflict, where the pressure to fulfill multiple roles may result in exhaustion, stress, and decreased happiness at work (Santisi dkk., 2020).

The conflict between these multiple roles often manifests in absenteeism and other negative work behaviors. Basinska and Rozkwitalska (2020) describes how Balinese women, burdened by the expectations of their community, frequently arrive late or leave early from work due to cultural and community responsibilities. Societal role demands contribute to increased absenteeism, which in turn impacts organizational commitment and job satisfaction. Emphasize the negative effects of absenteeism on organizational commitment, illustrating the complex relationship between personal obligations and professional responsibilities.

Understanding how gender roles and cultural expectations impact happiness at work is essential for improving workplace conditions. In Bali, women are expected to balance household responsibilities, community involvement, and paid work, which often leads to increased stress and lower work satisfaction (Andri dkk., 2019; Putri dkk., 2022). The concept of multi-role women, particularly Balinese women, is central to understanding the challenges they face in achieving work-life balance. According to Azzaharra dkk. (2022) women's roles can be classified into reproductive, productive, and community-managing roles. These roles are culturally enforced in Bali, where women play a significant role in religious and cultural activities, contributing to the complexity of their work-life balance (Subandy & Jatmika, 2020).

Reproductive roles, which involve childbearing and child-rearing responsibilities, are central to the daily lives of women, particularly working mothers. Balinese women, like many others, face the challenge of balancing family duties with professional work. This imbalance often leads to feelings of conflict and dissatisfaction, particularly when the demands of work and family collide. Children, especially those under the age of 14, require significant care and attention, which adds pressure on working mothers. In contrast, men's roles in household responsibilities are often more flexible, allowing them greater freedom to focus on their professional lives (Julianti dkk., 2023).

The productive role of women, which involves their participation in the workforce, has evolved over time, particularly with the rise of gender equality movements and societal changes (Eisenberger dkk., 1986; Kumar, 2023).

Balinese women's involvement in the workforce has steadily increased, as evidenced by the decline in female unemployment rates in Bali in recent years. According to the Bali Provincial Statistics Agency (2022), the unemployment rate for women in Bali was 4.35% in 2022, which is lower than the national average of 5.75%. Additionally, the percentage of women in professional roles in Bali has risen from 39.5% in 2012 to 51.25% in 2022, reflecting the increasing participation of women in the workforce.

Despite these improvements, working women, particularly those balancing multiple roles, still face significant challenges. A survey conducted by an insurance company in the UK found that working mothers, particularly those balancing multiple roles, reported lower levels of happiness compared to stay-at-home mothers. The 2021 happiness index from the Indonesian Statistics Agency showed that men in Bali (72.87) had a higher happiness index than women (69.31), further emphasizing the gender gap in happiness at work (Badan Pusat Statistik, 2021).

The role conflicts faced by working mothers in Bali are detrimental not only to their happiness but also to their job satisfaction and organizational commitment. As highlighted by Birkeland dkk. (2017) role conflict between family and work responsibilities disrupts the functionality of women as workers. This dilemma makes it challenging for women to succeed in both their professional and domestic roles. These pressures from multiple roles create stress for working mothers, ultimately affecting their happiness at work.

Aristotle's philosophy on happiness aligns with the view that work plays a critical role in an individual's pursuit of a fulfilling life. Work happiness is essential for overall happiness because it leads to higher productivity and engagement in other areas of life. Thus, fostering happiness at work is crucial for women, especially those with multiple roles, as it not only enhances their performance at work but also improves their overall life satisfaction (Belwal & Belwal, 2014).

Research by Cohen and Wills (1985) shows that psychological capital comprising hope, self-efficacy, resilience, and optimism plays a significant role in fostering happiness at work for working mothers. These psychological resources enable individuals to navigate the challenges they face in both their personal and professional lives. Psychological capital as a state of positive psychological development that helps individuals overcome adversity and perform effectively at work. Hope, in particular, plays a central role in helping individuals persist through challenges by generating strategies to cope with stressors (Hwang & Chen, 2021).

Hope is the strongest predictor of happiness at work, followed by self-efficacy, resilience, and optimism (Self

dkk., 2005). These components of psychological capital help working mothers maintain positive emotions, build confidence in their abilities, and bounce back from setbacks. Resilience and self-efficacy, in particular, contribute to an individual's ability to persevere in the face of challenges and maintain productivity and happiness at work (Rofcanin dkk., 2021). Together, these factors form the foundation for a happy and fulfilling work life.

Social support, particularly from colleagues, is another critical factor that influences happiness at work. According to Valerio (2022) social support from colleagues can help reduce stress and role conflict, allowing individuals to thrive at work. Kasih (2023) describe two types of coworker support: instrumental support, which helps with task completion, and emotional support, which fosters personal care and empathy. Both types of support play an essential role in creating a positive work environment and improving job satisfaction.

Coworker support helps reduce ambiguity around tasks and allows individuals to develop new ideas, which contributes to a sense of learning and vitality in the workplace. This sense of thriving, in turn, leads to greater happiness and overall well-being at work (Nawawi & Fadli, 2021). Research by Umihastanti dkk. (2022) further supports this, demonstrating that coworker support facilitates thriving and positively influences happiness at work.

Thriving at work is characterized by learning and vitality, which are crucial for personal and professional growth. Individuals who experience thriving are more likely to be engaged in their work and experience positive emotions, which contribute to their overall happiness (Naufalia dkk., 2022). Thriving at work not only benefits employees by increasing their productivity and job satisfaction but also supports organizational success (Zhang dkk., 2022).

Research on psychological capital and thriving highlights their important role in mediating happiness at work. As noted by Zhang dkk. (2022) thriving is a psychological state that is closely linked to positive emotions and personal growth. Thriving allows individuals to adapt better to challenges and perform at their best, contributing to higher levels of happiness at work (Belwal & Belwal, 2014).

Social support and thriving are interrelated, as thriving often occurs through dynamic interactions with colleagues and a supportive work environment (Walton, 1973). A supportive workplace encourages learning and provides opportunities for individuals to grow, which contributes to greater vitality and energy at work (Umihastanti dkk., 2022). This relationship between thriving and happiness at work underscores the importance of fostering a positive organizational culture that supports employee growth and well-being.

METHOD

This study employs a quantitative explanatory design to examine causal relationships between variables, using a cross-sectional approach. A survey method is used to collect data from respondents, aiming to assess their attitudes toward the variables in the study. The independent variables are psychological capital and coworker support, which are hypothesized to influence happiness at work, the dependent variable. Thriving serves as a mediating variable in this relationship.

The study's population consists of Balinese women who work as professional employees and balance domestic, community, and work roles, particularly in the traditional "krama banjar" system. These women are selected based on their involvement in both community and professional

duties, which impact their workplace happiness. The sample is drawn using non-probability techniques, including convenience and snowball sampling, due to the unknown population size.

Data will be collected through an online survey distributed via Google Forms, using validated instruments such as the Psychological Capital Questionnaire (PCQ), Co-worker Support Scale, Thriving at Work Questionnaire, and Happiness at Work Scale. The data will be analyzed using Partial Least Squares (PLS) to assess the relationships between psychological capital, coworker support, thriving, and happiness at work, with a minimum sample size of 110 participants.

RESULTS

The results section provides a comprehensive analysis of the respondents' demographic characteristics and their levels of psychological well-being in the workplace. It explores the relationship between key variables such as psychological capital, coworker support, thriving, and happiness at work, revealing insights into how these factors influence each other. The findings highlight that while most participants exhibit moderate levels of psychological capital and coworker support, thriving and happiness at work are

also generally at moderate levels, with some variation. The study also identifies the significant role of thriving as a mediator between psychological capital and happiness at work, as well as between coworker support and happiness at work. These results contribute to a deeper understanding of the factors that shape well-being in professional settings, offering valuable implications for improving workplace environments and supporting employee satisfaction.

Table 1. Data Characteristic Responders

Category	Sum	Percentage
Age		
26-30	50	37,31%
31-35	38	28,36%
36-40	33	24,63%
41-45	10	7,46%
>45	3	2,24%
Final Education		
D3 Profession	18	13,43%
S1	32	23,88%
S1 Profession	36	26,87%
S2	28	20,90%
S2 Profession	9	6,72%
S3	11	8,21%
Profession/Occupation		
Accountant	8	5,97%
Lecturer	35	26,12%
Teacher	24	17,91%
Financial consultant	4	2,99%
Legal professional (notary)	5	3,73%
Pharmacist & pharmacist assistant	11	8,21%
Dentist	4	2,99%
General practitioner	11	8,21%
Midwifery	8	5,97%
Nursing	7	5,22%
Psychologist	4	2,99%

Category	Sum	Percentage
Other health professionals (therapists, physiotherapists & nutritionists)	13	9,70%
Number of Children		
1	60	44,78%
2	57	42,54%
3	15	11,19%
>3	2	1,49%
Average Participation in Activities as a Banjar Ritual		
1-5 in one month	59	44,03%
6-10 in one month	53	39,55%
11-15 in one month	15	11,19%
>15 in one month	7	5,22%

The data presented provides an overview of the demographic characteristics of the respondents. The majority of participants are aged between 26 and 30 years (37.31%), followed by those in the 31-35 age range (28.36%). In terms of education, most respondents hold a bachelor's degree (S1) with 23.88%, followed by those with a professional bachelor's degree (S1 Profesi) at 26.87%. Regarding occupation, the largest group is comprised of

lecturers (26.12%), followed by teachers (17.91%), and accountants (5.97%). When asked about the number of children, 44.78% of respondents have one child, and 42.54% have two children. In terms of participation in Banjar activities, 44.03% of respondents participate in 1-5 activities per month, with a smaller group participating in 6-10 activities per month (39.55%).

Table 2. Descriptive Test

Variable	Mean	Standard Deviation
Psychological Capital	92,53	17,17
Peer Support	50,90	10,33
Thriving	33,80	7,24
Happiness at Work	72,51	11,29

The data presents the mean and standard deviation for several variables related to workplace well-being. The mean score for psychological capital is 92.53 with a standard deviation of 17.17, indicating a moderate level of variation among respondents. Peer support has a mean score of 50.90 and a standard deviation of 10.33, suggesting that support

from coworkers varies somewhat among individuals. The mean for thriving is 33.80, with a standard deviation of 7.24, indicating a relatively consistent level of thriving across the respondents. Lastly, happiness at work has a mean of 72.51 and a standard deviation of 11.29, showing a generally high level of workplace happiness with moderate variability.

Table 3. Score Categories

Score Interval	Number of Subjects	Percentage	Category
Psychology Modal of Life			
$X < 75.36$	29	21,64%	Low
$75.36 \leq X < 109.7$	100	74,63%	Keep
$109.7 \leq X$	5	3,73%	Tall
Coworker Support			
$X < 40.58$	16	11,94%	Low
$40.58 \leq X < 61.23$	97	72,39%	Keep
$61.23 \leq X$	21	15,67%	Tall
Thriving			
$X < 26.55$	36	26,87%	Low
$26.55 \leq X < 41.04$	98	73,13%	Keep
$41.04 \leq X$	0	0%	Tall
Happiness at Work			
$X < 61.23$	21	15,67%	Low

$61.23 \leq X < 83.80$	110	82,09%	Keep
$83.80 \leq X$	3	2,24%	Tall

The data in Table presents the distribution of subjects across different categories for four variables: Psychological Capital, Coworker Support, Thriving, and Happiness at Work. For Psychological Capital, most subjects (74.63%) fall within the moderate category, while a smaller proportion (21.64%) are in the low category, and only a few (3.73%) are in the high category. In terms of Coworker Support, the majority (72.39%) also fall within the moderate

category, with 15.67% in the high category and 11.94% in the low category. For Thriving, 73.13% of subjects are in the moderate category, while 26.87% are in the low category, with no subjects in the high category. Finally, for Happiness at Work, the vast majority (82.09%) are in the moderate category, with 15.67% in the low category and a small percentage (2.24%) in the high category.

Table 4. Value Outer Loading Research Variable Indicators

Variable	Dimension	Indicators	Outer Loading Value	Cut Off	Ket
Psychological Capital	Self-efficacy	MP1	0,967	0,5	Valid
		MP 2	0,946	0,5	Valid
		MP 3	0,945	0,5	Valid
		MP 4	0,948	0,5	Valid
		MP 5	0,954	0,5	Valid
	Hope	MP 6	0,950	0,5	Valid
		MP 7	0,960	0,5	Valid
		MP 8	0,908	0,5	Valid
		MP 9	0,918	0,5	Valid
		MP 10	0,933	0,5	Valid
	Resilience	MP 11	0,916	0,5	Valid
		MP 12	0,941	0,5	Valid
		MP 13	0,945	0,5	Valid
		MP 14	0,933	0,5	Valid
		MP 15	0,858	0,5	Valid
	Optimism	MP 16	0,923	0,5	Valid
		MP 17	0,946	0,5	Valid
		MP 18	0,938	0,5	Valid
		MP 19	0,848	0,5	Valid
		MP 20	0,952	0,5	Valid
Peer Support	Instrumental Support	MP 21	0,928	0,5	Valid
		DRK1	0,826	0,5	Valid
		DRK2	0,847	0,5	Valid
		DRK 3	0,840	0,5	Valid
		DRK 4	0,855	0,5	Valid
		DRK 5	0,865	0,5	Valid
		DRK 6	0,884	0,5	Valid
	Emotional Support	DRK 7	0,901	0,5	Valid
		DRK 8	0,874	0,5	Valid
		DRK 9	0,895	0,5	Valid
		DRK 10	0,905	0,5	Valid
		DRK 11	0,850	0,5	Valid
		DRK 12	0,686	0,5	Valid
		DRK 13	0,791	0,5	Valid
Thriving	Learning	DRK 14	0,915	0,5	Valid
		T1	0,909	0,5	Valid
		T2	0,954	0,5	Valid
		T3	0,966	0,5	Valid
		Q4	0,942	0,5	Valid
		Q5	0,902	0,5	Valid

Variable	Dimension	Indicators	Outer Loading Value	Cut Off	Ket
Happiness at Work	Vitality	T6	0,954	0,5	Valid
		T7	0,964	0,5	Valid
		T8	0,942	0,5	Valid
	Job Satisfaction	KTk1	0,726	0,5	Valid
		KTk 2	0,862	0,5	Valid
		KTk 3	0,771	0,5	Valid
		KTk 4	0,652	0,5	Valid
	Work Commitment	KTk 5	0,917	0,5	Valid
		KTk 6	0,747	0,5	Valid
		KTk 7	0,867	0,5	Valid
		KTk 8	0,808	0,5	Valid
		KTk 9	0,909	0,5	Valid
		KTk 10	0,661	0,5	Valid
		KTk 11	0,837	0,5	Valid
		KTk 12	0,566	0,5	Valid
	Affective Organizational Commitment	KTk 13	0,813	0,5	Valid
		KTk 14	0,844	0,5	Valid
		KTk 15	0,714	0,5	Valid
		KTk 16	0,843	0,5	Valid

The table presents the Outer Loading values and their corresponding cut-off for the indicators of four variables: Psychological Capital, Coworker Support, Thriving, and Happiness at Work. For Psychological Capital, the indicators of Self-efficacy, Hope, Resilience, and Optimism all have outer loadings above 0.8, indicating their validity, with values ranging from 0.848 to 0.954. Similarly, Coworker Support indicators for Instrumental Support and Emotional Support also have valid outer loadings ranging from 0.686 to

0.915. The Thriving variable's indicators of Learning and Vitality all have strong loadings, ranging from 0.902 to 0.966, confirming their validity. Finally, for Happiness at Work, the Job Satisfaction, Work Engagement, and Affective Organizational Commitment indicators have loadings between 0.566 and 0.917, all meeting the validity criteria with values above the 0.5 threshold. Overall, all indicators are considered valid based on their outer loading values exceeding the cut-off of 0.5.

Table 5. Value Average Variance Extracted (AVE)

Variable	AVE Value
Psychological Capital	0,868
Peer Support	0,730
Thriving	0,887
Happines at Work	0,623

The Average Variance Extracted (AVE) values for four variables: Psychological Capital, Coworker Support, Thriving, and Happiness at Work. The AVE values indicate the amount of variance captured by the indicators of each variable. Psychological Capital has a high AVE of 0.868, suggesting strong construct validity. Thriving also shows a strong AVE of 0.887, indicating that the indicators effectively

capture the essence of the variable. Coworker Support has an AVE of 0.730, which is also acceptable, reflecting a moderate level of variance captured. Lastly, Happiness at Work has the lowest AVE of 0.623, suggesting that the indicators for this variable capture less variance compared to the others, but still remain within an acceptable range.

Table 6. Cross Loading Values of Research Indicators

Indicator	PC	DRK	T	HAW
MP1	0,967	0,231	0,693	0,647
MP2	0,946	0,140	0,630	0,566
MP3	0,945	0,242	0,688	0,643
MP4	0,948	0,182	0,666	0,652
MP5	0,954	0,127	0,652	0,620

Indicator	PC	DRK	T	HAW
MP6	0,950	0,215	0,671	0,647
MP7	0,960	0,155	0,655	0,587
MP8	0,908	0,225	0,634	0,674
MP9	0,918	0,149	0,605	0,579
MP10	0,933	0,226	0,683	0,651
MP11	0,916	0,159	0,629	0,630
MP12	0,941	0,136	0,645	0,593
MP13	0,945	0,229	0,665	0,631
MP14	0,933	0,151	0,620	0,559
MP15	0,858	0,185	0,576	0,500
MP16	0,923	0,106	0,608	0,572
MP17	0,946	0,204	0,654	0,580
MP18	0,936	0,134	0,611	0,554
MP19	0,848	0,174	0,579	0,486
MP20	0,952	0,125	0,656	0,605
MP21	0,928	0,240	0,667	0,674
DRK1	0,068	0,826	0,257	0,038
DRK2	0,225	0,847	0,326	0,225
DRK3	0,238	0,840	0,319	0,238
DRK4	0,293	0,855	0,380	0,293
DRK5	0,286	0,865	0,385	0,286
DRK6	0,165	0,884	0,293	0,165
DRK7	0,159	0,901	0,307	0,159
DRK8	0,104	0,874	0,239	0,104
DRK9	0,161	0,895	0,335	0,161
DRK10	0,203	0,905	0,301	0,203
DRK11	0,228	0,850	0,273	0,228
DRK12	0,081	0,686	0,189	0,081
DRK13	0,245	0,791	0,267	0,245
DRK14	0,140	0,915	0,312	0,140
T1	0,574	0,322	0,909	0,494
T2	0,679	0,286	0,954	0,613
T3	0,696	0,362	0,966	0,662
Q4	0,664	0,350	0,942	0,592
Q5	0,601	0,266	0,902	0,571
T6	0,637	0,380	0,954	0,584
T7	0,693	0,376	0,964	0,682
T8	0,645	0,366	0,942	0,600
KTk1	0,476	0,248	0,474	0,726
KTk2	0,599	0,244	0,641	0,862
KTk3	0,518	0,249	0,553	0,771
KTk4	0,446	0,145	0,344	0,652
KTk5	0,627	0,168	0,657	0,917
KTk6	0,556	0,172	0,459	0,747
KTk7	0,499	0,203	0,523	0,867
KTk8	0,555	0,188	0,592	0,808
KTk9	0,622	0,256	0,639	0,909
KTk10	0,470	0,165	0,319	0,661
KTk11	0,520	0,215	0,494	0,837
KTk12	0,429	0,205	0,273	0,566
KTk13	0,466	0,131	0,532	0,813
KTk14	0,472	0,134	0,520	0,844
KTk15	0,418	0,034	0,347	0,714
KTk16	0,450	0,108	0,495	0,843

The table presents the outer loadings of various indicators for four variables: Psychological Capital (PC), Coworker Support (DRK), Thriving (T), and Happiness at Work (HAW). For Psychological Capital, the indicators, such as MP1 to MP21, show strong loadings, mostly above 0.8, indicating that these items are valid for representing the construct. Similarly, Coworker Support indicators (DRK1 to DRK14) also demonstrate valid outer loadings, with the majority of the values exceeding 0.7, highlighting the strength of the relationship between these indicators and the

underlying variable. For Thriving, the indicators (T1 to T8) also exhibit high loadings, mostly around 0.9, suggesting they are reliable measures of the variable. Lastly, Happiness at Work indicators (KTK1 to KTK16) show variable loadings, with values ranging from 0.486 to 0.917, indicating moderate to strong validity across different items, with some items like KTK4 and KTK12 showing slightly lower loadings. Overall, the majority of indicators across all four variables exhibit valid outer loadings, with values above the recommended cut-off of 0.5.

Table 7. R-Square Value

Variable	R-Square
Thriving	0,492
Happiness at Work	0,531

The table presents the R-Square values for two variables: Thriving and Happiness at Work. The R-Square for Thriving is 0.492, indicating that approximately 49.2% of the variance in Thriving is explained by the model. Similarly, the R-Square for Happiness at Work is 0.531, meaning that 53.1%

of the variance in Happiness at Work can be explained by the model. These values suggest a moderate level of explanatory power for both variables, with Happiness at Work having a slightly stronger explanatory power than Thriving.

Table 8. Direct Hypothesis Testing

Yes	Hypothesis	Origin Sample (O)	T-Statistics ((O /STDEV))	P-Value
1.	MP → T	0,645	10,010	0,000
2.	DRK → T	0,236	3,651	0,000
3.	T → KTK	0,354	5,068	0,000
4.	MP → KTK	0,400	5,029	0,000
5.	DRK → KTK	0,026	0,431	0,667

The table presents the results of hypothesis testing, showing the original sample (O), T-statistics (calculated as $|O|/STDEV$), and P-value for each hypothesis. The first hypothesis (MP → T) shows a strong positive relationship with a path coefficient of 0.645, a T-statistic of 10.010, and a highly significant P-value of 0.000, indicating that Psychological Capital (MP) significantly influences Thriving (T). The second hypothesis (DRK → T) also shows a positive relationship with a coefficient of 0.236, a T-statistic of 3.651, and a significant P-value of 0.000, suggesting that Coworker Support (DRK) positively affects Thriving (T). The third

hypothesis (T → KTK) has a coefficient of 0.354, a T-statistic of 5.068, and a P-value of 0.000, indicating a significant impact of Thriving (T) on Happiness at Work (KTK). The fourth hypothesis (MP → KTK) shows a path coefficient of 0.400, a T-statistic of 5.029, and a significant P-value of 0.000, confirming that Psychological Capital (MP) influences Happiness at Work (KTK). However, the fifth hypothesis (DRK → KTK) shows a very weak relationship, with a coefficient of 0.026, a low T-statistic of 0.431, and a non-significant P-value of 0.667, indicating no significant effect of Coworker Support (DRK) on Happiness at Work (KTK).

Table 9. Hypothesis Testing Results for Direct and Mediated Relationships

Yes	Hypothesis	Origin Sample (O)	T-Statistics ((O /STDEV))	P-Value
1.	Copyright → © 2019 T → T Copyright	0,229	4,495	0,000
2.	DRK → T →	0,084	3,348	0,001

The table presents the results of two mediated hypotheses, showing the origin sample (O), T-statistics (calculated as $|O|/STDEV$), and P-value for each hypothesis. The first hypothesis (MP → T → KTK) indicates a positive indirect effect of Psychological Capital (MP) on Happiness at

Work (KTK) through Thriving (T), with a path coefficient of 0.229, a T-statistic of 4.495, and a highly significant P-value of 0.000. This suggests a significant mediation effect of Thriving(T) in the relationship between Psychological Capital

(MP) and Happiness at Work (KTK). The second hypothesis (DRK → T → KTK) shows a positive indirect effect of Coworker Support (DRK) on Happiness at Work (KTK) through Thriving (T), with a path coefficient of 0.084, a T-

statistic of 3.348, and a P-value of 0.001, indicating a significant but weaker mediation effect compared to the first hypothesis.

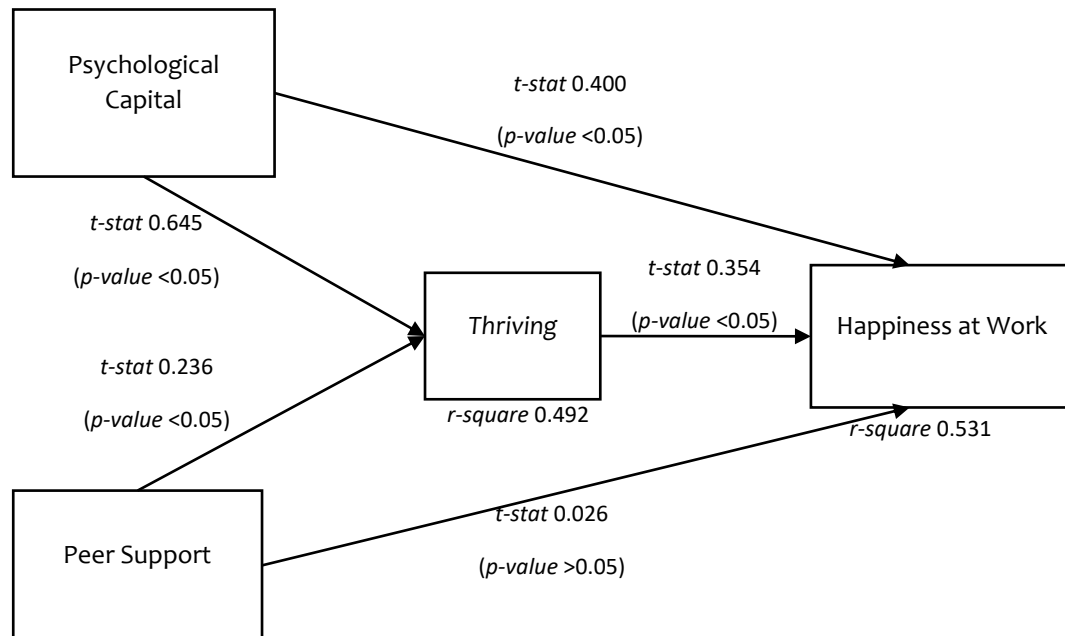


Figure 1. Path Coefficient Diagram

Relationships between Psychological Capital (MP), Coworker Support (DRK), Thriving, and Happiness at Work (KTK). It shows the path coefficients and statistical values for each relationship. Psychological Capital (MP) has a significant positive influence on Thriving, with a path coefficient of 0.645 and a significant p-value (< 0.05). Similarly, Coworker Support (DRK) positively impacts Thriving, with a path coefficient of 0.236 and a significant p-value (< 0.05). Thriving has a positive effect on Happiness at Work (KTK), with a path

coefficient of 0.354 and a significant p-value (< 0.05). Additionally, Psychological Capital (MP) directly influences Happiness at Work (KTK) with a path coefficient of 0.400, and Coworker Support (DRK) has a negligible effect on Happiness at Work (KTK) (path coefficient 0.026), which is not statistically significant (p-value > 0.05). The R-square values for Thriving and Happiness at Work (KTK) are 0.492 and 0.531, respectively, indicating moderate explanatory power for these variables in the model.

$$VAF = \frac{\text{indirect influence}}{\text{direct influence} + \text{indirect influence}} = \frac{(0,645 * 0,354)}{(0,645 * 0,354 + 0,400)} = \frac{0,228}{0,628} = 0,363$$

Based on the results of the calculation above, a VAF value of 0.363 or 36.3% was obtained. This means that the mediator variable acts as a partial mediator. Therefore, hypothesis 6 (H6) is accepted, which is that thriving partially

mediates the influence of psychological capital on happiness at work. Furthermore, below are the VAF values of co-worker support for happiness at work by thriving as a mediator:

$$VAF = \frac{(0,236 * 0,354)}{(0,236 * 0,354 + 0,026)} = \frac{0,084}{0,110} = 0,763$$

Based on the results of the calculation above, a VAF value of 0.763 or 76.3% was obtained. This means that the mediator variable acts as a partial mediator. Therefore, hypothesis 7 (H7) is accepted, which is that thriving partially mediates the influence of co-worker support on happiness at work. Based on the results of the hypothesis test, it is known

that the psychological capital variable has the greatest influence on happiness at work, which is 40%. Then, the author conducts an additional analysis to find out the constructs or dimensions of psychological capital that have the greatest influence on happiness at work, for more details, can be seen in the table below:

Table 10. Advanced Analytical Testing

Yes	Advanced Analytics	Origin Sample (O)	T-Statistics ((O /STDEV))	P-Value
1.	Hope → KTK	1,431	4,561	0,000
2.	KTK optimism →	-0,025	0,076	0,940
3.	KTK Resilience →	-0,211	0,445	0,657
4.	Self-efficacy → KTK	-0,497	1,259	0,210

Based on table, it can be seen that only *hope* meets the significance test requirements, namely having a *T-Statistics* value of 4.561 which is greater than 1.96 and a *P-Value* of 0.000 which is less than 0.05. Therefore, it can be concluded that of the four constructs or dimensions of psychological capital, the one that has the greatest influence on happiness at work is *hope*.

DISCUSSION

The study explored various factors influencing happiness at work, specifically focusing on Balinese women with multiple roles. It was found that psychological capital plays a crucial role in determining work happiness (Luthans dkk., 2007). This was especially evident in the importance of *hope*, a component of psychological capital, which stands out as a key determinant in shaping an individual's overall happiness in the workplace (Luthans & Avolio, 2009). *Hope*, defined as the persistence to achieve goals and the belief that success is achievable, significantly impacts an individual's approach to their work. It fosters a mindset that sees challenges as opportunities, rather than obstacles, and motivates individuals to stay engaged and focused on long-term goals, ultimately leading to a greater sense of fulfillment at work (Fitriana dkk., 2022; Gagné & Deci, 2005).

Furthermore, self-efficacy the belief in one's own abilities to complete tasks successfully also emerged as a critical factor contributing to workplace happiness. Individuals with high self-efficacy approach their tasks with greater confidence, which reduces anxiety and fosters a proactive attitude towards problem-solving (Fitriana dkk., 2022). This sense of control over their work processes and outcomes enables them to thrive in their respective roles (Handayani dkk., 2024). Resilience, another facet of psychological capital, enables individuals to cope effectively with stress and setbacks, turning challenges into opportunities for growth. This emotional strength allows individuals to rebound from difficulties, contributing to both their personal development and overall satisfaction at work (Boyd, 2015).

Another important aspect of psychological capital is optimism, which involves maintaining a positive outlook on future outcomes (Fadli dkk., 2022). Optimistic individuals are more likely to approach their work with a positive attitude, which not only enhances their productivity but also their emotional well-being (Birkeland dkk., 2017). Optimism fuels motivation, as individuals who expect favorable outcomes are more likely to engage in goal-oriented behavior, thereby increasing their happiness in the workplace. These findings

highlight the powerful role psychological capital plays in shaping how employees perceive their work environment and navigate challenges (Bestari & Bestari, 2019).

The role of coworker support also emerged as a significant factor influencing workplace dynamics, although its impact on happiness at work was not as direct as psychological capital. Support from colleagues in the form of emotional and instrumental assistance fosters a collaborative work environment where individuals feel valued and supported. Emotional support, in particular, provides individuals with a sense of belonging and reassurance, especially during stressful times. Instrumental support, which involves direct assistance in completing tasks, helps reduce workload pressure, enabling employees to perform their duties more effectively. These types of support create a positive work environment that encourages individuals to remain engaged and committed to their tasks, thereby enhancing their overall job satisfaction.

Despite the indirect impact of coworker support on work happiness, its role in thriving was clear. Thriving, characterized by vitality (feeling energetic and engaged) and learning, was positively influenced by coworker relationships (Rofcanin dkk., 2021). Supportive colleagues contribute to an environment where individuals can thrive, as they provide not only emotional encouragement but also opportunities for professional growth. This connection between coworker support and thriving is critical, as thriving individuals report higher levels of work engagement and are more likely to experience joy and satisfaction in their professional lives.

The concept of thriving itself was found to be a key element in explaining the relationship between various workplace factors and happiness. Thriving individuals exhibit a sense of vitality and learning, meaning they are energized by their work and continuously developing new skills (Wesarat dkk., 2015). This state of thriving fosters a deeper connection to work, creating a sense of purpose and fulfillment. Thriving also has a cascading effect, enhancing job satisfaction and fostering a positive organizational culture. Employees who thrive are more likely to be proactive, motivated, and satisfied with their work, making thriving an essential component of workplace happiness (Mohamad, 2019).

Furthermore, the study highlighted that role conflict, especially among Balinese women juggling multiple roles, can significantly impact work happiness

(Sanita, 2018). Balinese women are often expected to fulfill responsibilities at home, in the community, and in the workplace (Stoia, 2015). This complex interplay of roles creates a unique set of challenges that can lead to stress and a decreased sense of happiness at work. However, the ability to balance these roles effectively, with support from their families and colleagues, can mitigate the negative effects of role conflict (Rahmi, 2018). Women who have a strong support system and the psychological resources to navigate these competing demands are better equipped to experience happiness and satisfaction in their professional lives.

The social context of the workplace, particularly the support from coworkers, is crucial in helping individuals manage role conflict. A supportive workplace culture where colleagues offer assistance, share responsibilities, and provide emotional support can alleviate the pressures associated with managing multiple roles (Santisi dkk., 2020). Such support fosters a positive emotional climate, where individuals feel safe, respected, and valued. This emotional security enables individuals to perform better at work, reducing stress and increasing job satisfaction. The ability to manage multiple roles successfully enhances overall happiness, as individuals feel a sense of accomplishment and well-being in both their personal and professional lives (Andri dkk., 2019; Putri dkk., 2022).

Organizational culture plays a pivotal role in shaping the experience of happiness at work. In workplaces where organizational policies prioritize employee well-being, work-life balance, and mental health, individuals are more likely to feel valued and supported (Subandy & Jatmika, 2020). The availability of resources and the emphasis on creating a healthy work environment can significantly impact employees' overall satisfaction and happiness. Organizations that provide opportunities for personal growth, learning, and career development contribute to employees' sense of thriving, which in turn enhances their happiness and commitment to the organization (Subandy & Jatmika, 2020).

The workplace environment also plays a role in fostering happiness. A physical environment that is comfortable, well-organized, and conducive to productivity can improve the overall work experience. Factors such as office layout, lighting, and access to necessary resources can influence how individuals feel about their work (Rahmi, 2021). A positive work environment not only supports physical well-being but also contributes to emotional and mental health, creating a foundation for individuals to thrive. This interconnectedness between physical space, social support, and psychological capital underscores the holistic nature of happiness at work.

Another important factor in the workplace is autonomy, or the ability to have control over one's work. Autonomy is crucial for employees to feel empowered and engaged. When individuals have the freedom to make

decisions about their work and the opportunity to contribute to the decision-making process, they are more likely to feel valued and motivated (Rahmi, 2018). This autonomy fosters a sense of ownership and responsibility, which in turn enhances work satisfaction and happiness. Employees who feel trusted and supported by their organization are more likely to engage with their work in meaningful ways, leading to higher levels of happiness and job satisfaction.

The impact of workload and time management also plays a role in workplace happiness. Individuals who experience excessive workloads or feel overwhelmed by their responsibilities are more likely to experience stress and burnout (Bödding & Müller S., 2025). On the other hand, individuals who have a manageable workload and the ability to effectively prioritize tasks are more likely to experience positive emotions at (Suprpto & Verdyana, 2020). Proper time management, along with support from colleagues and supervisors, allows employees to perform their duties without feeling overburdened. This balance reduces stress and promotes a healthy work-life integration, contributing to overall happiness at work (Sonmez & Adiguzel, 2020).

Employee well-being extends beyond just job satisfaction and work engagement; it encompasses physical, emotional, and psychological health (Martinsen & Krog, 2017). Organizations that prioritize well-being initiatives, such as providing access to mental health resources, promoting physical fitness, and fostering a supportive work culture, create environments where employees can thrive. These well-being initiatives contribute to a culture of happiness, where employees feel cared for and valued (Sendjaya J. C., 2002). The investment in employee health and well-being is directly linked to increased productivity, lower absenteeism, and enhanced overall job satisfaction.

The study also emphasized the role of positive psychology in the workplace. Positive psychology focuses on fostering strengths, optimism, and well-being, which are critical for thriving and happiness at work. By cultivating a positive mindset, individuals are better able to handle challenges and setbacks, leading to higher levels of job satisfaction (Grimmelikhuijsen & Knies, 2017; Schaufeli & Salanova, 2017). Positive psychology interventions, such as gratitude practices, mindfulness, and strengths-based coaching, can be integrated into organizational practices to enhance employee happiness. These interventions foster an environment where individuals feel empowered and motivated to achieve their best work (Sari, 2019).

Leadership is another significant factor influencing happiness at work. Leaders who demonstrate empathy, understanding, and support contribute to a positive work environment (Schaufeli & Salanova, 2017). Effective leadership inspires trust and encourages employees to engage fully with their work. Leaders who prioritize the well-being of their team members create an

atmosphere where individuals feel valued and respected, leading to greater happiness and job satisfaction. Leadership that fosters open communication, recognizes achievements, and provides opportunities for professional growth helps employees thrive in their roles (Shintabella A & Hapsari, 2021).

CONCLUSION

The critical factors influencing happiness at work, emphasizing the role of psychological capital, coworker support, and thriving. It finds that psychological capital, particularly hope, significantly contributes to workplace happiness by fostering optimism and perseverance. Coworker support, both emotional and instrumental, enhances work engagement and promotes a positive work environment. Thriving, characterized by vitality and learning, mediates the relationship between psychological capital, coworker support, and happiness at work, underlining its importance in fostering job satisfaction. The study suggests that organizations must prioritize creating supportive environments that enhance psychological resources and social support to improve employee well-being. Future research could further explore how cultural factors, especially in regions with unique socio-cultural dynamics like Bali, impact workplace happiness and work-life balance. This research implies that organizations should invest in mental health resources, cultivate positive organizational cultures, and develop leadership practices that emphasize empathy and recognition, as these are key to improving employee engagement, job satisfaction, and overall productivity.

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