

Job Satisfaction as a Intervening Variable: The Effect of Happiness at Work and Workplace Spirituality on Employee Performance (Empirical Study at PT Sidogiri Mandiri Utama Pasuruan)

Ibnu Abdul Ghoni^{1*}, Heri Pratikto¹, Syihabudhin³

Universitas Negeri Malang

Corresponding Author: Ibnu Abdul Ghoni

ibnu.abdul.2204138@students.um.ac.id

ARTICLE INFO

Keywords: Happiness at Work, Workplace Spirituality, Job Satisfaction, Employee Performance

Received : 8 June

Revised : 18 July

Accepted: 15 August

©2025 Ghoni, Pratikto, Syihabudhin:

This is an open-access article distributed under the terms of the

[Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This research is quantitative with an explanatory research method. There are two independent variables, namely Happiness at Work (X1) and Workplace Spirituality (X2), a mediating variable in the form of Job Satisfaction (Z), and a dependent variable in the form of Employee Performance (Y). The data analysis used is descriptive statistics and inferential analysis (path analysis and hypothesis testing) using SPSS 25 software. The population in this study is 120 employees at PT Sidogiri Mandiri Utama Pasuruan. This research uses a non-probability sampling method with purposive sampling technique, resulting in a sample of 108 respondents. The research findings reveal the influence of happiness at work and workplace spirituality on employee performance through job satisfaction, with a case study on the employees of PT Sidogiri Mandiri Utama Pasuruan showing a positive and significant effect both directly and indirectly. The limitations of this study are, first, that it focuses only on one object, namely PT Sidogiri Mandiri Utama Pasuruan. Second, this study only utilizes 4 variables: happiness at work, workplace spirituality, job satisfaction, and employee performance

INTRODUCTION

Aligning work objectives with organizational capabilities and meeting employee requirements and the need for qualified staff both depend on effective human resource management (Mappamiring et al., 2020). One important element that affects an organization's or business's success is performance (Laily & Nurmayanti, 2024). Performance is defined as the results or achievements attained by a person while carrying out activities or work in compliance with preset standards and criteria (Fitriyani et al., 2024). Every business uses different tactics to improve performance. By putting their satisfaction first, some businesses increase employee performance (Awada et al., 2019). According to Astuti et al. (2020), incorporating spirituality into the workplace may help reduce behavioral aberrations among employees, maintaining or even improving performance.

A key component of employee productivity and a major driver of performance improvement is workplace happiness (Galván Vela et al., 2022). Fisher (2010) defines happiness as a result of how well an individual's ingrained dispositions and actions coincide with external events and situations. Employee commitment, productivity, and job satisfaction are all increased when workplace happiness is prioritized (Awada et al., 2019). Another important influence is workplace spirituality (Garg et al., 2019). The idea demonstrates ideals that combine workers' personal and professional life, showing that they always aim to achieve their goals and find fulfillment and significance in their job (Labetubun & Dewi, 2022). Achieving performance development requires a spiritual connection between the person and the company (Jena, 2022). These two aspects are good traits of workers that might influence their emotions and attitudes. According to the notion of emotional events, events that occur in an organization, whether good or bad, have an impact on behaviors like performance and work-related attitudes like job satisfaction (Junça-Silva et al., 2021). According to Carlson et al. (2011), the fundamental idea behind the theory of emotional events is that people respond to everything that happens in the workplace, which in turn influences their attitudes and actions.

One important element that might enhance worker performance is job happiness (Sinambela, 2018). Positive or negative, an employee's view on their job is characterized as such (Devyanti & Satrya, 2020). Because it stems from workers' beliefs, which in turn influence their attitudes and actions at work, job satisfaction is vital to firms (Hendri, 2019). According to equity theory, attaining high work satisfaction and improving employee performance within firms depend on fairness, alignment, or balance between employee expectations and actual incentives (Mira et al., 2019).

Some previous research on happiness at work, workplace spirituality, and job satisfaction in relation to employee performance has shown inconsistencies. These studies then became a research gap for this study, making it important and interesting to investigate.

Table 1. Gap Research

The Influence Between Variables	Results are influential	Results Do Not Affect
<i>Happiness at work</i> towards employee performance	(Awada et al., 2019; Bataineh, 2019; Tunsu & Bhalla, 2023)	(Agustien & Soeling, 2020)
<i>Workplace spirituality</i> towards employee performance	(Nwanzu & Babalola, 2021); (Labetubun & Dewi, 2022); (Mousa, 2020)	(Astuti et al., 2020; Miñon, 2017)
<i>Job satisfaction</i> towards employee performance	(Edward & Kaban, 2020; Hendri, 2019)	(Faradila et al., 2020; Syahputra, 2019)

Source: Data Processed, 2024.

The bottled drinking water business (AMDK) is one of the sectors that has grown and is also essential for everyone. Everyone's propensity to drink packaged water has led to the worldwide bottled drinking water industry growing into a significant sector with estimated sales between \$215 and \$260 billion (Pacheco-Vega, 2019). There are four different kinds of bottled drinking water companies in Indonesia, according to the Food and Drug Supervisory Agency (BPOM): dew water, demineralized water, mineral water, and natural mineral water that meet Indonesian National Standards (SNI). Additionally, 1,032 registered businesses in Indonesia that are listed with BPOM have around 7,780 packaged water goods (BPOM, 2020).

The bottled water sector is very competitive, according to statistics from Vega and the Food and Drug Authority in 2020. In Pasuruan, East Java, PT Sidogiri Mandiri Utama is one of the businesses that manufactures bottled drinking water (AMDK) and is the focus of the study. The business manufactures AMDK under the "SANTRI" trademark. There are around 120 workers in PT Sidogiri Mandiri Utama, including 20 daily workers.

According to the comments from the pre-research interviews, the organization has made a number of attempts to increase employee performance in a way that would last over time. However, the reality on the ground indicates that around fifty employees—both managerial and non-managerial—have had delays in finishing their assignments or occupations between 2022 and 2024. Additionally, five workers had their contracts not extended at the end of each year throughout this time owing to ineffective and inefficient performance, which includes frequent absences, noncompliance with processes, and poor collaboration. Additionally, the business has brought up the workers' lack of professionalism. In this context, professionalism refers to both horizontal and vertical communication between workers as well as suboptimal employee collaboration.

METHODOLOGY

This study uses an explanatory research approach and is quantitative in nature. One definition of quantitative research is a positivist-based research methodology. Dependent variables, mediating variables, and independent variables make up this set. Workplace spirituality (X2) and happiness at work (X1) are the two independent variables; job satisfaction (Z) is the mediating variable; and employee performance (Y) is the dependent variable. In testing, each variable includes indications that serve as precise measures. Task performance, contextual performance, and counterproductive performance are the three indications of the IWPQ (Individual Work Performance Questionnaire), which is the employee performance variable in the research by Koopmans et al. (2014). According to Fisher (2010), there are three ways to measure pleasure at work: contentment with one's job, contextual aspects of the job, and the organization itself. The study by Milliman et al. (2003), which highlights three indicators – meaningful work, a feeling of community, and congruence between corporate and individual values – is referred to as workplace spirituality. And job satisfaction relates to the study by Rialmi et al. (2020), which enumerates a number of job satisfaction factors, such as pay, working conditions, colleagues, prospects for advancement, and supervision.

Using SPSS 25 software, descriptive statistics and inferential analysis (path analysis and hypothesis testing) are the methods of data analysis used. Interviews, questionnaires, and documentation are used to meet the standards for data gathering. PT Sidogiri Mandiri Utama employs around 120 people, who make up the study's population. According to the sample size calculator calculations, this study combines a non-probability sampling approach using purposive sampling procedures, yielding a sample of 108 respondents.

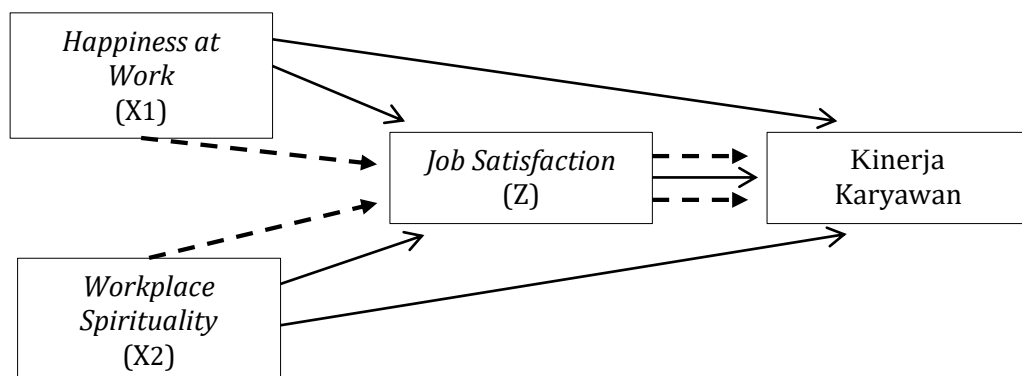


Figure 1. Conceptual Framework

RESULT AND DISCUSSION

Inferential Analysis

- **Path Analysis**

Table 2. Path Analysis Model I

Model	Unstandardized coefficient Beta	Standasdzied Coefficients	Significance
Employee Performance	8,852		0,099
<i>Happiness at Work</i>	0,405	0,238	0,010
<i>Workplace Spirituality</i>	0,278	0,310	0,004
<i>Job Satisfaction</i>	0,323	0,321	0,001

Source: Processed Data, 2025.

The following path model equation is known:

$$Y = 8,852 + 0,238 X1 + 0,310 X2 + 0,321 Z$$

The path analysis model's constant value (a) of 8.852 shows that the baseline value of employee performance stays at 8.852 when both independent variables – workplace spirituality (X2) and pleasure at work (X1) – are equal to zero. The predicted level of employee performance in the absence of both predictors' effect is represented by this constant, which acts as the regression equation's intercept. There is a positive correlation between employee performance and job satisfaction, as shown by the path coefficient for this variable ($\beta_1 = 0.238$). In particular, a 0.238 increase in employee performance is linked to a one-unit rise in job satisfaction while maintaining workplace spirituality at the same level.

Likewise, there is a direct and beneficial effect on employee performance shown by the path coefficient for workplace spirituality ($\beta_2 = 0.310$). This suggests that a rise of one unit in workplace spirituality results in a 0.310 improvement in employee performance, provided that job satisfaction stays constant. Furthermore, with a path coefficient value (β_5) of 0.321, the variable work satisfaction (Z) also favorably influences employee performance. This suggests that employee performance should improve by 0.321 for every unit increase in work satisfaction, while holding X1 and X2 constant. The importance of psychological and spiritual well-being in improving job results is shown by these studies taken together.

Table 3.Improving Job Results

Model	Unstandardized coefficient Beta	Standasdzied Coefficients	Significance
<i>Job Satisfaction</i>	14,834		0,003
<i>Happiness at Work</i>	0,355	0,211	0,018
<i>Workplace Spirituality</i>	0,551	0,618	0,000

Source: Processed Data, 2025.

Know the equation of the following path model:

$$Z = 14,834 + 0,211 X1 + 0,618 X2$$

The path analysis model's constant value (a) of 14.834 indicates that the baseline level of job satisfaction is 14.834 when both workplace spirituality (X2) and happiness at work (X1) are at zero. When neither independent variable has any impact, this intercept represents the starting state of job satisfaction. It offers a point of reference for comprehending the impact of modifications to the predictor variables, X1 and X2, on job satisfaction levels.

There is a positive correlation between job satisfaction and happiness at work, as shown by the path coefficient for happiness at work ($\beta_4 = 0.211$). In particular, assuming workplace spirituality stays the same, a one-unit rise in job satisfaction results in a 0.211-unit increase in job satisfaction. Similarly, the path coefficient for workplace spirituality ($\beta_4 = 0.618$) shows a greater impact, indicating that a one-unit rise in workplace spirituality leads to a 0.618 increase in job satisfaction, assuming that pleasure at work stays the same. These findings demonstrate that workplace spirituality has a bigger influence on workers' job satisfaction than job satisfaction alone.

Hypothesis Testing

T Test

The results of the testing can be determined by comparing the significance value with the significance level of 5% or by comparing the calculated t value with the table t value. If the significance value of each variable is < 0.05 or the calculated t value $>$ table t value, then H_a is accepted.

Table 4. Results of Model I t Test

Dependent variable	Independent variable	T Count	T table	Significance	Description
Employee Performance	<i>Happiness at Work</i>	2,641	1,659	0,010	Significance
	<i>Workplace Spirituality</i>	2,904	1,659	0,004	Significance
	<i>Job Satisfaction</i>	3,276	1,659	0,001	Significance

Source: Processed Data, 2025.

The t-test findings show that employee performance (Y) is positively and significantly impacted by job satisfaction (X1). The crucial t table value of 1.659 is surpassed by the t count of 2.641 for the happiness at work variable. Furthermore, the significance value is 0.010, which is less than the 0.05 cutoff. These findings support the alternative hypothesis (H_a), which states that a higher level of job satisfaction has a major positive impact on worker performance.

Employee performance is also significantly and favorably impacted by workplace spirituality (X2). The alternative hypothesis is once again accepted with a significance value of $0.004 < 0.05$ and a t count of 2.904, which is higher than the t table value of 1.659. Furthermore, with a t count of 3.276 and a significance value of 0.001, job satisfaction (Z) has the greatest influence among the three variables. It may be inferred that work happiness considerably improves employee performance since the t count is higher than

the t table value and the p-value is much below 0.05. The significance of psychological and emotional elements in promoting increased worker productivity is shown by these studies.

Table 5. Results of t Test Model II

Dependent Variables	Independent Variables	T Count	T table	Significance	Description
<i>Job Satisfaction</i>	<i>Happiness at Work</i>	2,407	1,659	0,018	Significance
	<i>Workplace Spirituality</i>	7,059	1,659	0,000	Significance

Source: Processed Data, 2025.

The t-test findings demonstrate that job satisfaction (Z) is strongly and favorably influenced by job satisfaction (X1). The critical t table value of 1.659 is exceeded by the computed t value of 2.407 for the contentment at work variable. Furthermore, the significance value falls below the 0.05 cutoff at 0.018. The alternative hypothesis (Ha) is accepted as a result of these results, which show that happier workplaces significantly boost workers' job satisfaction. Furthermore, there is a robust and noteworthy positive correlation between workplace spirituality (X2) and job happiness. The associated significance value is 0.000, much below the 0.05 cutoff, and the t value for workplace spirituality is 7.059, significantly higher than the t table value of 1.659. The alternative hypothesis is therefore accepted, demonstrating that workplace spirituality is a significant factor in raising workers' job happiness. These findings imply that important factors influencing employee well-being in the workplace include both psychological and spiritual aspects.

R Square

According to Chin (1998) in (Aziz Wahyudi et al., 2023), there are three categories for interpreting the value of R square, namely:

1. An R2 value is considered good (0.67)
2. An R2 value is considered moderate (0.33 – 0.67)
3. An R2 value is considered weak (0.19 – 0.33)

Table 6. Results of the Coefficient of Determination Test

Variables	R Square
Employee performance	0,606
<i>Job Satisfaction</i>	0,608

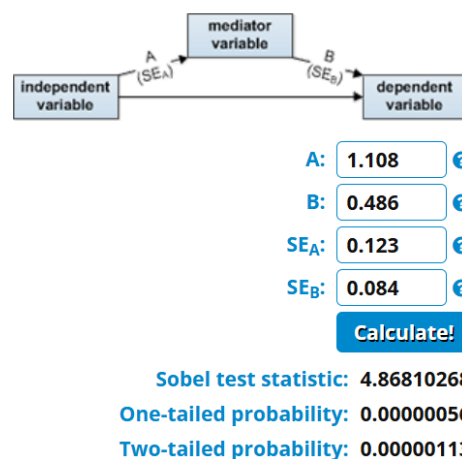
Source: Processed Data, 2025.

Employee performance is known to have an R2 value of 0.606, or 60.6% as a percentage. This value makes it clear that job contentment, workplace spirituality, and pleasure at work may all have an impact on employee performance. Other factors not included in this research may account for the remaining 39.4%. Subsequently, the job satisfaction variable had an R2 value of 0.608, or 60.8%, indicating that workplace spirituality and job satisfaction can both be explained. The contributions of other factors not included in this study discussion account for the remaining 39.2%.

Sobel Test

The calculated t value will be compared with the table t value with a significance level of alpha 5% (0.05). If the calculated t value > table t value or the probability value is less than 0.05, then an indirect or mediating effect can occur (Baron & Kenny, 1986).

- The effect of happiness at work on employee performance through job satisfaction.

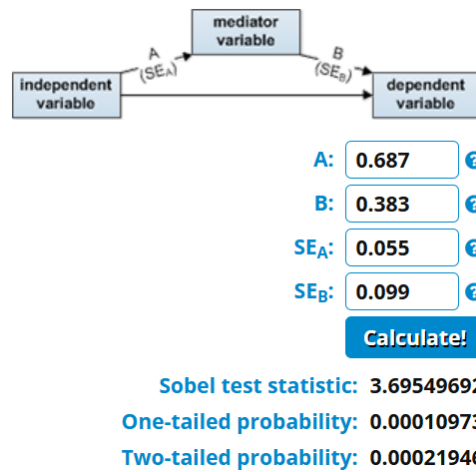


Source: <https://www.danielsoper.com/statcalc/calculator.aspx?id=31>

Figure 2. Sobel Test X1-Z-Y

The results show that the Z variable value is 4.868 > the two-tailed table t (1.9821), with a significance value of 0.000 < 0.05. Thus, the job satisfaction variable can mediate the effect of happiness at work on employee performance. This can be interpreted that the intervening variable in this study is partially mediated.

- The effect of workplace spirituality on employee performance through job satisfaction.



Source: <https://www.danielsoper.com/statcalc/calculator.aspx?id=31>

Figure 3. Sobel Test X2-Z-Y

The results show that the value of variable Z is 3.695 > t table two-tailed (1.9821), with a significance value of 0.000 < 0.05. Thus, the variable job satisfaction can mediate the effect of workplace spirituality on employee performance. It can be interpreted that the intervening variable in this study has a partial mediation status.

DISCUSSION

The Direct Influence of Happiness at Work, Workplace Spirituality, Job Satisfaction, and Employee Performance

- **The Influence of Happiness at Work on Employee Performance**

According to the study's analytical test, PT Sidogiri Mandiri Utama Pasuruan employees' performance is directly, favorably, and significantly impacted by their level of job satisfaction. This fits with the equity theory premise that Adam put forward. According to equity theory, workers essentially look for an exchange that is aligned, which means that their contributions and the benefits they get from their work are balanced (Gates & Reinsch, 2022). Since anything that happens at work, whether positive or negative, will have an impact on a person's emotional and personal state, it also aligns with the Effective Events theory's viewpoint that positive workplace factors influence employee happiness (Ashton-James & Ashkanasy, 2007).

The findings of this study are supported by some earlier studies, such as Tunsu & Bhalla (2023), who contend that highly motivated workers who find joy in a variety of activities will perform at their best. This finding is corroborated by study from (Bataineh, 2019), which also found that employee performance is influenced by job satisfaction. According to the Awada et al. (2019) research, conducting regular surveys on the requirements, wants, and concerns of workers is one strategy for raising employee satisfaction. Giving

workers the chance to communicate with their supervisors fosters a healthy vertical connection.

- **The Influence of Workplace Spirituality on Employee Performance.**

According to the study's findings, PT Sidogiri Mandiri Utama Pasuruan employees' performance is favorably and substantially impacted by workplace spirituality. This is consistent with the Affective Events Theory, which postulates that a person's traits may affect how they feel (Wiess & Cropanzano, 1996). This outcome is also in line with other studies that found that spiritual experiences that are accompanied by good employee experiences (recognition, implications of social support) result in better employee performance (Nwanzu & Babalola, 2021). Better employee performance will come from high workplace spirituality values that are internalized by staff members, such as a feeling of community, good values within companies and society, and other positive values (Labetubun & Dewi, 2022). The results of this study are also supported by other research, such as that conducted by Mousa (202).

- **The Influence of Job Satisfaction on Employee Performance**

Employee performance at PT Sidogiri Mandiri Utama Pasuruan is positively and significantly impacted by work satisfaction, according to this study. According to Kollmann et al. (2020), the equity theory explains that workers' job happiness is determined by their accomplishments as well as the inputs they put into their work. The findings of this study are supported by a number of earlier studies, including one by Edward & Kaban (2020), which found that job satisfaction positively affects employee performance when the company provides effective supervision and consistently encourages teamwork in reaching objectives. Additionally, Hendri's (2019) study indicates that employee performance will increase in proportion to work happiness.

- **The Influence of Happiness at Work on Job Satisfaction.**

The study's findings show that contentment at work at PT Sidogiri Mandiri Utama Pasuruan has a favorable and substantial influence on job satisfaction. This supports the idea of the Affective Events Theory, which holds that favorable circumstances and sentiments result from favorable workplace occurrences, impacting attitudes about work like job satisfaction (Junça-Silva et al., 2021). This result is in line with other studies by de Guzman et al. (2014) and Erselcan & Özer (2023), which found a positive correlation between job satisfaction and pleasure at work. According to Rosdaniati and Muafi (2021), a strong feeling of unity and gratitude from superiors would promote employee contentment and encourage helpful comments.

- **The Influence of Workplace Spirituality on Job Satisfaction.**

According to the study's findings, PT Sidogiri Mandiri Utama Pasuruan employees' job happiness may be impacted by workplace spirituality. According to the effective events hypothesis, every kind of workplace incident has an impact on how workers see themselves, which in turn affects how they approach their jobs and, in this example, how well they perform. Positive emotions (Affective Events) are evoked by spirituality in the workplace (Wiess & Cropanzano, 1996). This result is consistent with other research, such as the Zaidi et al. (2019) study, which suggests that elements of workplace spirituality – such as meaningful

work, spiritual orientation, compassion, and value alignment—can improve employee happiness. According to similar findings, workplace spirituality significantly improves job satisfaction (Astuti et al., 2020; Sony & Mekoth, 2019).
The Indirect Influence of Happiness at Work, Workplace Spirituality, Job Satisfaction, and Employee Performance

- **The Indirect Influence of Happiness at Work on Employee Performance Through Job Satisfaction**

Following investigation, it was discovered that at PT Sidogiri Mandiri Utama Pasuruan, job satisfaction may operate as a mediator between employee performance and workplace happiness. According to Wiess & Cropanzano's (1996) Affective Events Theory, workplace events have an impact on workers' positive sentiments about their employment. Employee happiness is a kind of positive response that influences their attitudes (job satisfaction) and conduct (employee performance). The study's findings are consistent with other studies showing that when workers are happy at work, job satisfaction rises overall, which in turn impacts worker performance (Çalik et al., 2023; Laily & Nurmayanti, 2024; Wijaya & Shiva, 2024).

- **The Indirect Influence of Workplace Spirituality on Employee Performance Through Job Satisfaction**

After conducting analytical testing, the research comes to the conclusion that, at PT Sidogiri Mandiri Utama Pasuruan, job satisfaction serves as a positive and substantial mediator in the relationship between workplace spirituality and employee performance. The Affective Events hypothesis, which claims that workers have pleasant spiritual experiences at work, also explains this. According to Junça-Silva et al. (2021), spirituality in the workplace is a work event that generates good responses (Affective Events), which undoubtedly have a beneficial impact on attitudes (job satisfaction). As a result, employment performance is significantly predicted by high job satisfaction.

The study's findings are consistent with other research showing that job satisfaction significantly and favorably mediates the impact of workplace spirituality on worker performance (Br Tarigan et al., 2022; Ricky Saputra et al., 2024). It is said that spirituality in the workplace has to be properly controlled because it will help people regulate their behavior and find fulfillment, which will enhance their performance (Ricky Saputra et al., 2024).

CONCLUSION AND RECOMMENDANTION

The findings of the study on the relationship between job satisfaction and workplace spirituality and employee performance, using PT Sidogiri Mandiri Utama Pasuruan employees as a case study, demonstrate a favorable and noteworthy direct and indirect effect. These findings have consequences for the science of human resource management, specifically for the variables of job satisfaction, workplace spirituality, and pleasure at work. This study is based on Adam's Equity Theory and Weiss & Cropanzano's (1996) Affective Events Theory. According to the Affective Events Theory, both happy and bad workplace experiences will cause employees to feel emotionally about their jobs. Adam's Equity Theory, on the other hand, emphasizes that a high degree of employee happiness and performance inside the organization will be ensured by striking a balance between employee expectations and contributions.

These findings have practical ramifications for the business, considering elements associated with job satisfaction, such as the establishment of a pleasant and productive work environment and the implementation of work welfare initiatives (flexibility, family get-togethers, etc.). pertaining to spirituality in the job, such as maintaining moral principles (honesty, loyalty, integrity, and human empathy). Next, in terms of work happiness, such as offering employees fair and open career prospects. These elements may be attempts to raise worker productivity inside the organization.

FURTHER STUDY

This study has limitations, which could worry and be taken into account by researchers in the future. First off, PT Sidogiri Mandiri Utama Pasuruan is the only subject of this study. Second, there are just four factors included in this study: job satisfaction, workplace spirituality, employee performance, and happiness at work. In order to produce findings with a better degree of generality, it is intended that future research would be able to broaden the scope of the objects, study participants, samples, or other analytic techniques used.

REFERENCES

- Agustien, E., & Soeling, P. D. (2020). Howdoes Happiness at Work Affect Employee Performance in the Head Office of BKKBN? Hasanuddin Economics and Business Review, 4(2), 58–64.
<https://doi.org/10.26487/hebr.v4i2.2442>
- Ashton-James, C. E., & Ashkanasy, N. M. (2007). What Lies Beneath? A Process Analysis of Affective Events Theory (Vol. 1, pp. 23–46). Elsevier Ltd.
[https://doi.org/10.1016/s1746-9791\(05\)01102-8](https://doi.org/10.1016/s1746-9791(05)01102-8)
- Astuti, R. J., Maryati, T., & Harsono, M. (2020). The Effect of Workplace Spirituality on Workplace Deviant Behavior and Employee Performance: The Role of Job Satisfaction. Journal of Asian Finance, Economics and Business, 7(12), 1017–1026.
<https://doi.org/10.13106/JAFEB.2020.VOL7.NO12.1017>
- Awada, N., Johar, S. S., & Binti Ismail, F. (2019). The effect of employee happiness on performance of employees in public organization in United Arab Emirates. Journal of Administrative and Business Studies, 5(5).
<https://doi.org/10.20474/jabs-5.5.1>
- Aziz Wahyudi, M., Eddy Husin, A., & Amalia, N. (2023). Factors Influencing Cost Performance Improvement on the Concept of Green Retrofitting High-Rise Offices Using Structural Equationg Modelling-Part Least Square (SEM-PLS). Astonjadro, 12(2), 507–518.
<https://doi.org/10.32832/astonjadro.v12i2>
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. In Journal of Personality and Social Psychology (Vol. 51, Issue 6).
- Bataineh, K. adnan. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. International Business Research, 12(2), 99.
<https://doi.org/10.5539/ibr.v12n2p99>
- BPOM. (2020). Siaran Pers: Lindungi Kesehatan Masyarakat dengan Sinergi Pengawasan Produk Minum Dalam Kemasan (AMDK).
<https://www.pom.go.id/New/View/More/Pers/554/Lindungi-Kesehatan-Masyarakat-Dengan-Sinergi-Pengawasan-Produk-Air-Minum-Dalam-Kemasan--AMDK-.Html>

- Br Tarigan, E., Fitri Rostina, C., & Sianipar, R. (2022). The Effect of Spirituality and Work Motivation on Employee Performance with Job Satisfaction as a Mediation Variable in RSUD Dr. R.M. Djoelham Binjai. *International Journal of Research and Review*, 9(8), 650–656. <https://doi.org/10.52403/ijrr.20220851>
- Çalik, A., Surya, F., Anggara, A., Abu-Dabbour, Z., & Canan Yildiran, A. (2023). THE MEDIATING ROLE OF JOB SATISFACTION IN THE IMPACT OF HAPPINESS AT WORK ON EMPLOYEE PERFORMANCE 1. *Eurasian Journal of Social and Economic Research (EJSER)*, 10(4), 165–182. www.asead.com
- Carlson, D., Kacmar, K. M., Zivnuska, S., Ferguson, M., & Whitten, D. (2011). Work-family enrichment and job performance: A constructive replication of affective events theory. *Journal of Occupational Health Psychology*, 16(3), 297–312. <https://doi.org/10.1037/a0022880>
- de Guzman, A. B., Largo, E., Mandap, L., & Muñoz, V. M. (2014). The Mediating Effect of Happiness on the Job Satisfaction of Aging Filipino Workers: A Structural Equation Model (SEM). *Educational Gerontology*, 40(10), 767–782. <https://doi.org/10.1080/03601277.2014.882108>
- Devyanti, L. N. P. L., & Satrya, I. G. B. H. (2020). Effect of Job Satisfaction on Turnover Intention with Organizational Commitment as a Mediating Variable. *American Journal of Humanities and Social Sciences Research*, 4(3), 293–298. www.ajhssr.com
- Edward, Y. R., & Kaban, L. M. (2020). The Effect of Transformational Leadership and Competence on Employee Performance with Job Satisfaction as Intervening Variable. *Academic Journal of Economic Studies*, 6(2), 62–72.
- Erselcan, R. C., & Özer, P. S. (2023). The Role of Happiness on Job Satisfaction and Employee Performance: A Cross-Cultural Research in Italy and Turkey*. *International Journal of Contemporary Economics and Administrative Sciences*, 8(2), 520–553. <https://doi.org/10.5281/zenodo.10474021>
- Faradila, N., Heksarini, A., & Darma, D. C. (2020). Antecedents That Affect Job Satisfaction and Employee Performance. *Saudi Journal of Business and*

Management Studies, 5(6), 293–302.
<https://doi.org/10.36348/sjbms.2020.v05i06.001>

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>

Galván Vela, E., Mercader, V., Arango Herrera, E., & Ruíz Corrales, M. (2022). Empowerment and support of senior management in promoting happiness at work. *Corporate Governance (Bingley)*, 22(3), 536–545. <https://doi.org/10.1108/CG-05-2021-0200>

Garg, N., Punia, B. K., & Jain, A. (2019). Workplace Spirituality and Job Satisfaction: Exploring Mediating Effect of Organization Citizenship Behaviour. *Vision*, 23(3), 287–296. <https://doi.org/10.1177/0972262919850928>

Gates, V. J., & Reinsch, N. L. (2022). Commentary: Employee Counseling, Equity Theory, and Research Opportunities. *International Journal of Business Communication*, 59(1), 148–157. <https://doi.org/10.1177/2329488418808020>

Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234. <https://doi.org/10.1108/IJPPM-05-2018-0174>

Jena, L. K. (2022). Does workplace spirituality lead to raising employee performance? The role of citizenship behavior and emotional intelligence. *International Journal of Organizational Analysis*, 30(6), 1309–1334. <https://doi.org/10.1108/IJOA-06-2020-2279>

Junça-Silva, A., Pombeira, C., & Caetano, A. (2021). Testing the affective events theory: The mediating role of affect and the moderating role of mindfulness. *Applied Cognitive Psychology*, 35(4), 1075–1081. <https://doi.org/10.1002/acp.3843>

Kollmann, T., Stöckmann, C., Kensbock, J. M., & Peschl, A. (2020). What satisfies younger versus older employees, and why? An aging perspective on equity theory to explain interactive effects of employee age, monetary rewards,

- and task contributions on job satisfaction. *Human Resource Management*, 59(1), 101–115. <https://doi.org/10.1002/hrm.21981>
- Koopmans, L., Buuren, V. H., Van, S., Van Der, A. J. W. De, Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Van Buuren, S., Van Der Beek, A. J., & De, H. C. (2014). Improving the Individual Work Performance Questionnaire using Rasch analysis. In *Journal of Applied Measurement* (Vol. 15, Issue 2).
- Labetubun, M. R., & Dewi, I. G. A. M. (2022). Organizational Commitment: It's Mediating Role in the Effect of Human Resource Management Practices and Workplace Spirituality on Employee Performance. *European Journal of Business and Management Research*, 7(2), 112–123. <https://doi.org/10.24018/ejbmr.2022.7.2.1279>
- Laily, N., & Nurmayanti, S. (2024). PENGARUH KEBAHAGIAAN DI TEMPAT KERJA TERHADAP KINERJA MELALUI KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING. *Distribusi - Journal of Management and Business*, 12(2), 185–194. <https://doi.org/10.29303/distribusi.v12i2.474>
- Mappamiring, M., Akob, M., & Putra, A. H. P. K. (2020). What millennial workers want? Turnover or intention to stay in company. *Journal of Asian Finance, Economics and Business*, 7(5), 237–248. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO5.237>
- Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426–447. <https://doi.org/10.1108/09534810310484172>
- Miñon, C. G. (2017). WORKPLACE SPIRITUALITY, WORK ETHICS, AND ORGANIZATIONAL JUSTICE AS RELATED TO JOB PERFORMANCE AMONG STATE UNIVERSITY EDUCATORS. *Journal of Teaching and Education*, 07(01), 407–418.
- Mira, M. S., Choong, Y. V., & Thim, C. K. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771–786. <https://doi.org/10.5267/j.msl.2019.3.011>

- Mousa, A. E. (2020). The Impact of Workplace Spirituality on Employee Performance: Evidence from Abu Dhabi University. *International Business Research*, 13(5), 79. <https://doi.org/10.5539/ibr.v13n5p79>
- Nwanzu, C. L., & Babalola, S. S. (2021). Effect of workplace spirituality on perceived organizational support and job performance among university administrative employees. *Contemporary Management Research*, 17(2), 127-155. <https://doi.org/10.7903/CMR.20349>
- Pacheco-Vega, R. (2019). (Re)theorizing the politics of bottled water: Water insecurity in the context of weak regulatory regimes. *Water (Switzerland)*, 11(4). <https://doi.org/10.3390/w11040658>
- Rialmi, Z., Noviyanti, I., & Akbar, R. (2020). Effect of Job Satisfaction on Employee Performance (Study of PT Antarmitra Sembada, West Jakarta Logistics Division). *Journal of Research in Business, Economics, and Education*, 2(4). <http://e-journal.stie-kusumanegara.ac.id>
- Ricky Saputra, Herri, & Yuliharsi. (2024). KEPUASAN KERJA MEMEDIASI PENGARUH WORKPLACE SPIRITUALITY DAN RELIGIOSITY TERHADAP KINERJA APARATUR SIPIL NEGARA (STUDI KASUS PADA BADAN KEPEGAWAIAN DAN PENGEMBANGAN SUMBERDAYA MANUSIA KABUPATEN PESISIR SELATAN). *Journal Publicuho*, 7(3), 1225-1236. <https://doi.org/10.35817/publicuho.v7i3.480>
- Rosdaniati, R., & Muafi, M. (2021). The influence of workplace happiness and innovative work behavior on job satisfaction mediated by work engagement. *International Journal of Research in Business and Social Science* (2147-4478), 10(7), 186-198. <https://doi.org/10.20525/ijrbs.v10i7.1457>
- Sinambela, L. P. (2018). *Manajemen Sumber Daya Manusia* (R. D. Suryani, Ed.; 3rd ed., Vol. 27). PT Bumi Aksara.
- Sony, M., & Mekoth, N. (2019). The relationship between workplace spirituality, job satisfaction and job performance. *Int. J. Process Management and Benchmarking*, 9(1), 27-46.
- Syahputra, I. (2019). PENGARUH DIKLAT, PROMOSI, DAN KEPUASAN KERJA TERHADAP KINERJA PEGAWAI. *Jurnal Ilmiah Magister*

Manajemen Homepage, 2(1), 104-116.
<https://doi.org/10.30596/maneggio.v2i1.3364>

Tunsi, W., & Bhalla, P. (2023). Study of Impact of Happiness at Workplace on Work Performance Among the Executives in IT Sector. *Information Sciences Letters*, 12(10), 2679-2692. <https://doi.org/10.18576/isl/121017>

Wiess, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research In Organizational Behavior*, 18, 1-74.

Wijaya, G. C., & Shiva, I. K. W. D. (2024). HAPPINESS AT WORK, WORK LIFE BALANCE, DAN JOB SATISFACTION TERHADAP KINERJA KARYAWAN BAYANG CAFÉ JIMBARAN. *Jurnal Riset Entrepreneurship*, 7(1), 58-70. <https://doi.org/10.30587/jre.v7i1.6548>

Zaidi, H., Ghayas, M. M., Iftikhar, T., & Durrani, K. (2019). Impact of Work Place Spirituality on Job Satisfaction. *RADS Journal of Business Management*, 1(1), 49-57.