



THE EFFECT OF WORK HAPPINESS AND PSYCHOLOGICAL WORKLOAD ON ORGANIZATIONAL COMMITMENT WITH JOB EMBEDDEDNESS AS A MEDIATING VARIABLE AT PT. MIDTOU ARYACOM FUTURES, BANDAR LAMPUNG WORKING AREA

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Abstract :

This study aims to analyze the effect of Work Happiness and Psychological Workload on Organizational Commitment, with Job Embeddedness as a mediating variable among employees of PT. Midtou Aryacom Futures in the Bandar Lampung working area. This research employs a quantitative approach using a survey method through the distribution of questionnaires to employees, which are then analyzed using the SEM-PLS method. The results show that Work Happiness has a positive and significant effect on Organizational Commitment and Job Embeddedness, while Psychological Workload has a significant effect on Organizational Commitment but does not have a significant effect on Job Embeddedness. Furthermore, Job Embeddedness has a significant effect on Organizational Commitment and is proven to mediate the relationship between Psychological Workload and Organizational Commitment, but does not mediate the relationship between Work Happiness and Organizational Commitment. These findings indicate that work happiness, effective management of psychological workload, and employee embeddedness are important factors in enhancing employee commitment and loyalty within the organization.

Keywords: Work Happiness, Psychological Workload, Organizational Commitment, Job Embeddedness, Human Resource Management.

INTRODUCTION

In the era of globalization and increasingly intense business competition, organizations are required to possess not only competent human resources but also employees with a high level of organizational commitment. Organizational commitment is a key factor in determining organizational success, as it reflects the extent to which employees demonstrate emotional attachment, loyalty, and willingness to contribute to achieving organizational goals. Previous studies emphasize that organizational commitment plays a strategic role in improving employee performance and sustaining organizational competitiveness (Febrianty et al., 2021). In the context of modern human resource management, enhancing organizational commitment cannot be separated from various psychological factors experienced by employees in the workplace.



One of the important factors influencing organizational commitment is work happiness. Work happiness reflects a positive emotional condition experienced by employees toward their jobs, including job satisfaction, a sense of comfort, and harmonious social relationships in the workplace (Rahmadani & Sari, 2024). According to, work happiness is closely related to organizational commitment, where employees who experience higher levels of happiness tend to exhibit stronger loyalty and attachment to the organization. This finding is supported by (Ali & Nurmayanti et al., 2024), who state that happiness at work significantly contributes to improving employee satisfaction and commitment. Furthermore, work happiness is also closely associated with job satisfaction and organizational culture, which are essential determinants of employee performance and engagement (Febrianty et al., 2022).

In addition to work happiness, another crucial factor is psychological workload. Psychological workload refers to the mental pressure experienced by employees due to high job demands, task complexity, and time pressure. Based on the Job Demands-Resources theory proposed by (Demerouti et al., 2001), excessive workload can lead to work stress and reduce employee well-being, which in turn affects organizational commitment. However, when properly managed, workload can also serve as a positive stimulus that enhances employee motivation and responsibility. This is consistent with findings that a supportive work environment and appropriate motivation can mitigate stress and improve employee performance.

This phenomenon raises serious concerns due to its wide-ranging impacts, covering psychological, social, and economic aspects. These psychological disturbances can also trigger impulsive behavior, a decrease in decision-making ability, as well as a decline in academic performance and life motivation. This proves that an educational approach that touches on emotional and cognitive aspects is capable of increasing awareness (Nursari et al., 2025). Furthermore, in explaining the relationship between these psychological factors and organizational commitment, the concept of job embeddedness plays a significant role. Job embeddedness describes the extent to which employees are attached to their jobs through aspects of social connections (links), compatibility (fit), and the perceived sacrifice of leaving the organization. Previous studies indicate that higher levels of job embeddedness increase the likelihood of employees remaining in the organization and demonstrating stronger commitment (Simanjuntak et al., 2025).

Additionally, job embeddedness functions as a mechanism that can reduce turnover intention and strengthen the relationship between psychological work factors and organizational commitment. This aligns with the perspective that strong human resource management practices and employee engagement are essential in fostering long-term organizational attachment (Febrianty et al., 2023). Through collective mechanisms, cooperatives have the potential to improve marketing efficiency, provide access to inputs and financing, and shorten distribution chains. Studies have shown that cooperatives can serve as a means of vertical and horizontal integration in the agribusiness value chain,

although their effectiveness is highly dependent on governance, managerial capacity, and policy support (Nursari et al., 2026).

In a practical context, PT. Midtou Aryacom Futures, a company operating in the futures brokerage industry in Bandar Lampung, faces challenges in managing employees' psychological dynamics (Monika & Nurmaya et al., 2021). The company needs to understand how work happiness and psychological workload influence employee attachment and commitment. This is essential because employees with higher levels of embeddedness tend to contribute more optimally and show a stronger intention to remain within the organization (Febrianty et al., 2020).

Moreover, employee psychological well-being has been proven to significantly influence productivity and organizational outcomes in modern workplaces. However, empirical studies that simultaneously examine the influence of work happiness and psychological workload on organizational commitment with job embeddedness as a mediating variable, particularly in the financial services sector at the regional level, are still relatively limited. Therefore, this study is important to fill the existing research gap while providing both theoretical and practical contributions to the development of human resource management. Its complexity can lead to prolonged stagnation or recession, which becomes a challenge for the government in formulating effective policies (Nursari et al., 2025).

Based on the above explanation, this study aims to analyze the influence of work happiness and psychological workload on organizational commitment, with job embeddedness as a mediating variable among employees of PT. Midtou Aryacom Futures in Bandar Lampung (Tamonob & Yulianti et al., 2025). The results of this study are expected to provide empirical insights and serve as a foundation for management in formulating effective strategies to enhance employee commitment and performance sustainably.

RESEARCH METHOD

This study employs a quantitative research approach with a survey method to examine the relationships between Work Happiness, Psychological Workload, Job Embeddedness, and Organizational Commitment (Febrianty et al., 2024). A quantitative approach is appropriate as it allows for the measurement of variables and testing of hypotheses through statistical analysis, providing objective and generalizable findings.

Research Design

The research design used in this study is causal (explanatory research), which aims to analyze the cause-and-effect relationships among variables. Specifically, this study investigates the direct effects of Work Happiness and Psychological Workload on Organizational Commitment, as well as the mediating role of Job Embeddedness (Agustiani et al., 2024).

Population and Sample

The population of this study consists of all employees of PT. Midtou Aryacom Futures, Bandar Lampung. The sampling technique used is non-

probability sampling, particularly the saturated sampling (census) method, where all members of the population are included as respondents. This approach ensures comprehensive data representation and minimizes sampling bias.

Table 3.2 Number of Employees at PT. Midtou Aryacom Futures Lampung

No.	Work Division	Amount
1.	Staff	7
2.	Finance	25
3.	Entry Data	25
4.	Marketing	49
5.	Customer Service	15
6.	Back Office	12
Amount		133

Source: Data processed by researchers 2025

Data Collection Technique

Data were collected using a structured questionnaire distributed directly to employees. The questionnaire was designed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument includes statements measuring:

1. Work Happiness (X1): employees' emotional well-being, job satisfaction, and positive feelings toward their work
2. Psychological Workload (X2): perceived mental pressure, workload intensity, and job-related stress
3. Job Embeddedness (Z): employees' attachment to their job, including links, fit, and sacrifice
4. Organizational Commitment (Y): emotional attachment, loyalty, and intention to remain in the organization

Operational Definition of Variables

The variables in this study are categorized into three groups:

1. Independent Variables (X)
 - a. Work Happiness (X1)
 - b. Psychological Workload (X2)
2. Mediating Variable (Z)
 - a. Job Embeddedness
3. Dependent Variable (Y)
 - a. Organizational Commitment

Each variable is measured using indicators adapted from previous studies and relevant theoretical frameworks in human resource management.

Data Analysis Technique

The data analysis method used in this study is Structural Equation Modeling–Partial Least Squares (*SEM-PLS*). This method is chosen because it is suitable for analyzing complex relationships between variables, including mediation effects, and does not require strict assumptions about data distribution.

The analysis process includes:

1. Measurement Model (Outer Model) Evaluation
 - a. Convergent validity (loading factor > 0.7)
 - b. Discriminant validity (Fornell-Larcker criterion / cross loading)
 - c. Reliability test (Cronbach's Alpha and Composite Reliability > 0.7)
2. Structural Model (Inner Model) Evaluation
 - a. Coefficient of determination (R^2)
 - b. Predictive relevance (Q^2)
 - c. Hypothesis testing using bootstrapping procedure
3. Hypothesis Testing
4. Hypotheses are tested based on:
 - a. Path coefficient (β)
 - b. t-statistics ($t > 1.96$)
 - c. p-values ($p < 0.05$)
5. Mediation Analysis

The mediating role of Job Embeddedness is tested using indirect effect analysis through the bootstrapping method to determine whether mediation is full, partial, or not significant.

Research Framework

This study proposes a conceptual model in which Work Happiness and Psychological Workload influence Organizational Commitment both directly and indirectly through Job Embeddedness as a mediating variable.

FINDINGS AND DISCUSSION

Descriptive Analysis

Descriptive analysis was conducted on all indicator items representing each research construct, including Work Happiness, Psychological Workload,

Job Embeddedness, and Organizational Commitment. In addition, data distribution was assessed using skewness and kurtosis values.

The results indicate that all items have skewness values within the range of -1 to 1 and kurtosis values between -2 and 2. This condition suggests that the data are approximately normally distributed and do not exhibit significant normality issues. Although PLS-SEM is a non-parametric method, recent empirical studies recommend avoiding data with extreme non-normality to ensure robust estimation results.

Table 1. Descriptive Analysis of Research Variables

No.	Variables	Mean Value	Category
1.	Work Happiness	3.962 - 4.083	High
2.	Psychological Workload	3.576 - 4.083	High
3.	Job Embeddedness	3.700 - 4.000	High
4.	Organizational Commitment	3.795 - 4.106	High

Source: SmartPLS 4.0.9.9 Output, processed (2026)

Based on the descriptive statistical results, all variables fall into the high category. This indicates that employees have positive perceptions of their working conditions, organizational attachment, and level of commitment.

Validity Test

Validity testing was conducted using Average Variance Extracted (AVE) and outer loading values. All indicators show loading factors above 0.50 and most exceed 0.70, indicating that convergent validity has been achieved.

Table 2. Average Variance Extracted (AVE) Results

No.	Variables	AVE
1.	Work Happiness	> 0.50
2.	Psychological Workload	> 0.50
3.	Job Embeddedness	> 0.50
4.	Organizational Commitment	> 0.50

Source: SmartPLS 4.0.9.9 Output, processed (2026)

Discriminant validity was further assessed using the Fornell-Larcker criterion, which shows that the square root of AVE for each construct is higher than the correlations between constructs. This confirms that each construct is empirically distinct and possesses adequate discriminant validity.

Reliability Test

Reliability testing was performed using Cronbach's Alpha and Composite Reliability. The results show that all variables have values exceeding 0.70, indicating that the constructs are reliable.

Table 3. Reliability Test Results

No.	Variables	Cronbach's Alpha	Composite Reliability	Remarks
1.	Work Happiness	> 0.70	> 0.70	Reliable
2.	Psychological Workload	> 0.70	> 0.70	Reliable

3.	Job Embeddedness	> 0.70	> 0.70	Reliable
4.	Organizational Commitment	> 0.70	> 0.70	Reliable

Source: SmartPLS 4.0.9.9 Output, processed (2026)

Thus, all constructs in this study meet the criteria for internal consistency and are suitable for further analysis.

R-Square Test

The R-Square value is used to measure the explanatory power of exogenous variables on endogenous variables.

Table 4. R-Square Results

No.	Variables	R-Square
1.	Job Embeddedness	0.190
2.	Organizational Commitment	0.266

Source: SmartPLS 4.0.9.9 Output, processed (2026)

These results indicate that the model has moderate predictive capability. The independent variables are able to explain the dependent variables reasonably well within the structural model.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping method with the criteria of t-statistics > 1.96 and p-values < 0.05.

Table 5. Path Coefficients Results

No.	Variable Relationships	Coefficient	T-Statistics	P-Values
1.	Work Happiness → Organizational Commitment	0.499	3.510	0.000
2.	Psychological Workload → Organizational Commitment	0.154	2.146	0.032
3.	Work Happiness → Job Embeddedness	0.647	7.167	0.000
4.	Psychological Workload → Job Embeddedness	0.097	1.138	0.255
5.	Job Embeddedness → Organizational Commitment	0.276	2.208	0.027

Source: SmartPLS 4.0.9.9 Output, processed (2026)

DISCUSSION

The Effect of Work Happiness on Organizational Commitment

The results show that work happiness has a positive and significant effect on organizational commitment ($t = 3.510$; $p < 0.05$). This indicates that higher levels of employee happiness lead to stronger commitment to the organization. Therefore, the first hypothesis is supported.

The Effect of Psychological Workload on Organizational Commitment

The findings indicate that psychological workload has a positive and significant effect on organizational commitment ($t = 2.146$; $p < 0.05$). This suggests that a manageable level of work pressure can enhance employee involvement and responsibility. Thus, the second hypothesis is supported.

The Effect of Work Happiness on Job Embeddedness

The results show that work happiness has a positive and significant effect on job embeddedness ($t = 7.167$; $p < 0.05$). This implies that employee happiness strengthens their attachment to the organization. Therefore, the third hypothesis is supported.

The Effect of Psychological Workload on Job Embeddedness

The results indicate that psychological workload does not have a significant effect on job embeddedness ($t = 1.138$; $p > 0.05$). This suggests that job attachment is more influenced by social and organizational factors rather than work pressure. Thus, the fourth hypothesis is not supported.

The Effect of Job Embeddedness on Organizational Commitment

results show that job embeddedness has a positive and significant effect on organizational commitment ($t = 2.208$; $p < 0.05$). This confirms that stronger employee attachment leads to higher organizational commitment. Therefore, the fifth hypothesis is supported.

The Mediating Role of Job Embeddedness

Job embeddedness is proven to act as a mediating variable in the relationship between work happiness and organizational commitment. This finding highlights that employee attachment plays a crucial role in strengthening the relationship between psychological conditions and organizational loyalty.

CONCLUSION

This study shows that Work Happiness, Psychological Workload, and Job Embeddedness play an important role in increasing the Organizational Commitment of PT. Midtou Aryacom Futures employees. Work Happiness is proven to have a direct and significant influence on organizational commitment, so that the higher the work happiness, the stronger the employee loyalty. Psychological Workload also has a significant influence, but it needs to be managed well so as not to cause stress that can reduce commitment. Meanwhile, Job Embeddedness strengthens employee commitment and is able to mediate the influence of psychological workload, although it does not mediate the relationship between Work Happiness and organizational commitment.

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