

# EMPLOYEE WELL-BEING, CITIZENSHIP BEHAVIOR, AND PERFORMANCE: UNDERSTANDING THE MEDIATING EFFECTS OF WORKPLACE HAPPINESS AND EXHAUSTION

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## Abstract

In the context of PT. Pelindo Daya Sejahtera, the organization's activities are closely connected to the welfare of its employees. The leadership consistently demonstrates efforts to provide support aimed at enhancing performance and rapidly addressing any issues related to employee activities within the company. This underscores the commitment to employee welfare at PT. Pelindo Daya Sejahtera, which effectively motivates employees to meet established work targets. This study seeks to examine the impact of Employee Well-Being and Organizational Citizenship Behavior on Individual Performance, with Happiness at Work and Exhaustion as intervening variables at PT. Pelindo Daya Sejahtera. Employing a quantitative approach, questionnaires were distributed to 150 respondents who were employees of PT. Pelindo Daya Sejahtera, and the data was subsequently analyzed using SMART-PLS. The findings reveal a robust influence of Employee Well-Being on Happiness at Work and Exhaustion, as well as a substantial influence of Organizational Citizenship Behavior on Happiness at Work and Exhaustion. Moreover, Happiness at Work and Exhaustion significantly impact individual performance. Notably, Exhaustion mediates the relationship between employee well-being and individual performance, while it does not mediate the relationship between OCB and individual performance. Additionally, Happiness at Work mediates the relationship between well-being and OCB on individual performance.

**Keywords:** Employee Well-Being, Organizational Citizenship Behavior, Happiness at Work, Exhaustion, Individual Performance.

## INTRODUCTION

Social Exchange Theory, rooted in the works of prominent social scientists such as George Homans, Richard Emerson, and Peter Blau, emphasizes the reciprocal nature of social interactions, positing that individuals engage in relationships based on a calculated assessment of rewards, sacrifices (costs), and profits. Drawing from the tenets of Social Exchange Theory, it is highlighted that individuals consciously evaluate the costs and benefits of social relationships, striving to establish favorable connections that offer mutual gains. This theory sheds light on the fundamental role of social exchanges in forming and sustaining relationships within the workplace, as well as in other domains such as romance and friendship. Moreover,

the text delves into the historical underpinnings of social exchange, linking it to classical economic theory, particularly the analyses of British political economists like Adam Smith. The economic perspective suggests that exchange transactions thrive when both parties stand to benefit, aligning with the notion of individual pursuits bolstering societal welfare through voluntary exchanges.

Within the organizational context, the text emphasizes the pivotal role of Human Resources Management (HRM) in fostering a positive social exchange process. It stresses that when employees perceive HRM as an indication of the company's concern for their well-being, it sets in motion a cycle of positive work attitudes and behaviors, ultimately culminating in enhanced performance, commitment, satisfaction, and trust among employees. In the field of organizational studies, it is widely acknowledged that a company, as an entity engaged in the production and distribution of goods and services to fulfill human needs (Arfamaini, 2016), greatly relies on the effective management of its workforce for the attainment of optimal performance, as noted by Omollo & Oloko (2015). The performance of individual employees significantly impacts overall organizational effectiveness, with high individual performance being closely linked to improved organizational performance (Berberoglu, 2018). It is imperative for the human resources, or the workforce, to demonstrate high performance to enhance the company's overall output (Mahapatro, 2021). Moreover, the efficacy of the management system in enhancing human resource performance not only influences organizational effectiveness but also has repercussions on various aspects of employee well-being, particularly their welfare (Anwar & Abdullah, 2021). Nevertheless, it is worth noting that improper human resource management can lead to significant pressure on employees (Banfield et al., 2018).

In general, social relations involve society, where individual behavior influences each other through elements of reward, sacrifice, and profit. Rewards are anything gained through sacrifice, sacrifices are anything that is avoided, and gains are rewards reduced by sacrifice. Social behavior consists of exchanges between two people based on profit-and-loss calculations, such as in patterns of behavior in the workplace, romance, marriage, and friendship. Homans' exchange theory is grounded in economics and psychology, assuming that people engage in behavior to obtain rewards or avoid punishment. The exchange of behavior to obtain rewards is a fundamental principle in simple economic transactions and a significant strategy in the development of social theory. Homans (1974) proposed several propositions in his book "Elementary Forms of Social Behavior". These propositions explain that the more often an action is rewarded, the more likely the person is to repeat that action. The propositions include Success Propositions, Stimulus, Value, Rationality, Aggression-Praise, and Advantages and Disadvantages. For instance, the Success Proposition states that if a person frequently receives rewards from an action, then he or she will be more likely to repeat that action in the future. However, this theory was criticized by Peter M. Blau, who emphasized the irreducible importance of group properties to individual psychology, resulting in a more collectivist structuralist view compared to Homans' individualistic behaviorist theory. PT. Pelindo Daya Sejahtera is a subsidiary established by PT. Pelindo III (Persero) with a specific focus on the outsourcing sector, encompassing port operators, forklift operators, reach stacker

operators, head truck operators, administrations, foremen, gatekeepers, maintenance, security personnel, receptionists, secretaries, drivers, and other related roles. Founded on March 19, 2013, PT. Pelindo Daya Sejahtera (PDS) received the 2015 Indonesia Entrepreneur and Education Award from the Ministry of Cooperatives and SMEs, as well as the 2015 Indonesia Business Quality Award from the Indonesia Development Achievement Foundation. Notably, PT. PDS was recognized in the category of The Most Trusted Company in Company Outsourcing of the Year 2015. These accolades were attributed to the management's steadfast commitment to developing outsourced-based business services and information technology-based quality control systems. PT. Pelindo Daya Sejahtera consistently places a high priority on the well-being of its employees. This is evident in the leadership's continuous efforts to offer support for employees, enabling them to enhance their performance and swiftly address any issues related to employee activities within the Company. The management acknowledges that employee well-being is a crucial factor in determining long-term organizational effectiveness (Sebastiano et al., 2017). Research on employee well-being indicates that heightened awareness of employee well-being positively impacts mental health, job satisfaction, organizational commitment, and work-life balance (Kashyap et al., 2016).

The significance of PT management at Pelindo Daya Sejahtera in ensuring employee welfare has led to an increased awareness among employees to go beyond the demands of their roles in the workplace, a behavior commonly referred to as Organizational Citizenship Behavior (OCB). OCB encompasses various behaviors, such as assisting colleagues, taking on additional tasks voluntarily, and adhering to work rules and procedures (Hendrawan & Sucahyawati, 2017). It has been observed that organizations with employees exhibiting strong OCB tend to have better overall work performance (Widarko & Anwarodin, 2022). The work environment of PT. Pelindo Daya Sejahtera is largely situated in high-pressure port environments. It has been noted that non-operational employees at the Jamrud Terminal Surabaya face numerous work-related challenges in carrying out their duties, leading to stress caused by work demands, various professional relationships, and workload (Akrimah et al., 2023). Conversely, the work environment significantly impacts work satisfaction. Fisher (2010) categorizes factors influencing work satisfaction into three components: environmental, dispositional, and person by situation (Asis-Castro & Edralin, 2022). Mismatch between an employee's interests, abilities, and personality and their job constitutes a hindrance experienced by employees that can trigger stress. High levels of stress in the workplace can lead to burnout, exacerbated by factors such as demanding superiors and never-ending office tasks (Rachmasari, n.d.). High workplace stress as a result of incongruence between job responsibilities and personality type serves as the primary cause of burnout, stemming from the misalignment between work tasks and various aspects of an individual's personality (Wardani & Amalia, 2021). PT Pelindo Daya Sejahtera engages in regular or periodic recruitment to meet user needs and at times to replace employees who fail to meet established individual performance standards in carrying out their duties. However, the management is dedicated to prioritizing employee welfare. This phenomenon presents an intriguing area of study, seeking to identify the dominant factors influencing individual employee performance at PT PDS, considering that the management fulfills employee needs despite the annual turnover/recruitment.

## **Employee Well-Being**

A worker's total quality of experience and performance at work is reflected in their employee well-being, which includes life satisfaction, job status, job satisfaction, and emotional tiredness. It encompasses contentment in one's work and personal life as well as physical and mental health. Zheng (2015) asserts that psychological experiences and individual life happiness have an impact on employee well-being, which is connected to both work and life satisfaction. Higher well-being among employees is associated with more positive attitudes and better responses to a variety of situations, according to Ryff and Keyes (1995). Employees' work experiences are improved when they perceive positive organisational or managerial support, which increases performance, comfort level, self-assurance, and passion. Therefore, the feeling of well-being that comes from work and includes composure, zeal, commitment, discipline, and loyalty to the organisation can be summed up as employee well-being.

## **Organizational Citizenship Behaviour**

Volunteering for extra work, adhering to workplace policies, and providing assistance to others are examples of organisational citizenship behaviour (OCB), which goes beyond formal job descriptions. This conduct exemplifies "employee added value," which is defined by beneficial, constructive, and uplifting social acts. Permatasari et al (2017) defines OCB as voluntary actions that improve an organization's efficacy and efficiency without receiving direct compensation from a formal reward system. According to Muhdar (2015), OCB—which involves impulsive and creative behaviours that enhance organisational functions—is crucial for organisational efficiency. Subawa and Suwandana's (2017) organs further emphasise that extra-role behaviour (OCB) is not explicitly rewarded by formal institutions. In conclusion, OCB is intrinsic behaviour that maximises organisational operations, producing performance that surpasses expectations and making a substantial contribution to the success of the organisation.

## **Happiness At Work**

Based on Tamir et al (2017) research, happiness can be defined as the manifestation of positive emotions resulting from the fulfillment of basic needs, encompassing positive effects and life satisfaction. Pryce-Jones (2010) assert that happiness in the workplace empowers employees to optimize their performance and achieve their full potential, with internal factors such as goal attainment and a sense of security, as well as external factors such as receptive communication, positive feedback, and a sense of being valued. Fisher (2010) highlights the significance of happiness in the context of individuals and organizations. Overall, happiness entails an evaluation of one's self and life, marked by positive emotions such as contentment and elation. Khavari (2006) contends that happiness is influenced by diverse factors such as wealth and success, which, while important, do not always strongly correlate with happiness due to the materialistic inclinations of individuals. Age and gender do not exhibit a significant association with happiness, although some studies suggest that younger individuals tend to be happier.

Health, community and social engagement, as well as religious beliefs, which furnish life with purpose and support, substantially contribute to happiness. Love and marital relationships, job contentment, and a sense of being valued in the workplace also hold considerable weight. Hurlock (2009) elaborates on health-related factors, physical appeal, autonomy, social interactions, occupation type and status, living conditions, sense of affiliation, alignment of expectations with achievements, emotional adjustment, and attitudes toward age, and realistic self-concept as influential components of happiness. Particularly, self-concept, which shapes beliefs, self-worth, and the capacity to realistically assess oneself, is highly pertinent in comprehending individual happiness, especially for those undergoing shifts in religious convictions.

### **Exhaustion**

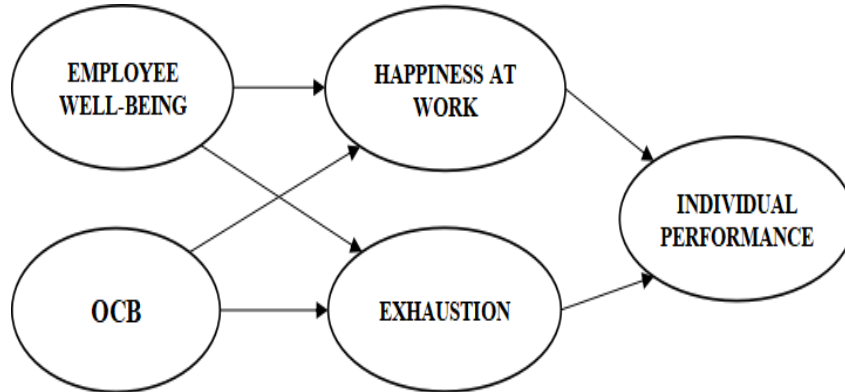
Exhaustion is a key component of burnout that involves prolonged physical, mental, and emotional fatigue, leading to feelings of drained and depleted energy. Various factors contribute to exhaustion, including internal factors like age, gender, marital status, and nutritional status, as well as external factors such as work attitudes, workload, work shifts, health conditions, work environment, and internal conflicts. Work-related fatigue diminishes efficiency, motivation, and productivity while also increasing the risk of accidents. Studies have shown that the level of fatigue is influenced by the duration of work, workload, and the work environment.

Currently, there is no direct and accurate way to measure fatigue levels. However, several indicators are used in research to determine the occurrence of work-related fatigue. According to Budiono (2003:54), methods for measuring fatigue include assessing work quality and quantity, as well as psychomotor tests. Work quality is measured by output, such as the number of work processes and social, psychological, and production factors that influence it. Work quantity is gauged by the amount of production per unit of time. Psychomotor tests assess the slowing of nerve and muscle function by measuring reaction time to stimuli like flashing lights or sounds, which indicates fatigue (Budiono, 2003: 55).

### **Individual Performance**

Performance refers to an individual's ability to achieve specific goals and the results they attain in accordance with set standards. Performance appraisal involves assessing how well employees meet goals and demonstrate relevant competencies within the organization. Performance encompasses attitudes, abilities, and accomplishments, and is a reflection of the work carried out within given responsibilities. According to Mathis & Jackson (2015), performance is influenced by personal factors (such as knowledge, skills, and motivation), leadership factors (like encouragement and direction), team factors (such as colleague support), system factors (including work facilities and organizational culture), and contextual factors (such as environmental pressure). Individual performance indicators include quality of work, quantity of output, timeliness, effectiveness, autonomy, and commitment to work (Robbins, 2003).

## Research Hypothesis



**Figure 1: Conceptual framework**

Based on the conceptual framework described above, the hypotheses proposed in the research are:

- H1: Employee Well-Being influences Happiness at Work*
- H2: Employee Well-Being influences Exhaustion*
- H3: Organizational Citizenship Behavior influences Happiness at Work*
- H4: Organizational Citizenship Behavior influences Exhaustion*
- H5: Happiness at Work influences Individual Performance*
- H6: Exhaustion has an effect on Individual Performance*
- H7: Happiness at Work mediates the influence of Employee Well-Being on Individual Performance*
- H8: Happiness at Work mediates the influence of Organizational Citizenship Behavior on Individual Performance*
- H9: Exhaustion mediates the influence of Employee Well-Being on Individual Performance*
- H10: Exhaustion mediates the influence of Organizational Citizenship Behavior on Individual Performance*

## METHODS

This study employs a quantitative approach that focuses on analyzing numerical data using statistical methods to test predetermined hypotheses. This method is rooted in the philosophy of positivism and is used to study specific populations or samples using research instruments and quantitative data analysis. The research is inferential in nature, aiming to comprehensively and thoroughly investigate problems or events.

## Participants

The study population consisted of 1,500 employees of PT. Pelindo Daya Sejahtera, and a stratified purposive sampling technique was employed, which resulted 150 people as the sample respondents.

## Procedure

The research instrument used was a questionnaire with a Likert scale to measure phenomena. Hypothesis testing was conducted using the Structural Equation Model (SEM) approach with SmartPLS software.

## RESULTS

### Demographics

The study's population comprised 1,500 employees from PT. Pelindo Daya Sejahtera. A sample of 150 permanent employees was selected for this research. The details of the respondents' profiles in this study are presented in the following table. The groups did not show any significant differences in the direction of the drawing ( $\chi^2 = .59$ , n.s.), the number of dimensions chosen for the drawing (two or three dimensions) ( $\chi^2 = .44$ , n.s.), and the position of the drawing on the page ( $\chi^2 = 2.21$ , n.s.).

**Table 1: Respondent's demographics.**

Profil Responden	Kategori	Frekuensi	%
Sex	Male	91	60,67%
	Female	59	39,33%
Age	under 21 y.o	4	2,67%
	21 - 25 y.o	28	18,67%
	25 - 30 y.o	35	23,33%
	30 - 35 y.o	55	36,67%
	35 - 40 y.o	21	14,00%
	Over 40 y.o	7	4,67%
Marital Status	Married	98	65,33%
	Single	52	34,67%
Education	Highschool Graduate	33	22,00%
	Associate Degree	28	18,67%
	Undergraduates	84	56,00%
	Postgraduates	5	3,33%
Tenure	Between 5 - 10 years	85	56,67%
	over 10 years	65	43,33%

Analysis of respondent demographics at PT. Pelindo Daya Sejahtera reveals that the majority of employees are male (60.67%) as opposed to female (39.33%). Furthermore, when examining age distribution, it is evident that the 30-35 age group constitutes the largest proportion at 36.67%, followed by the 25-30 age bracket (23.33%), and the 21-25 age category (18.67%). In terms of marital status, the majority of employees are married (65.33%), while 34.67% are single. Educational attainment indicates that a significant portion of respondents hold a

bachelor's degree (56.00%), followed by high school graduates (22.00%), and those with diplomas I, II, and III (18.67%). When considering length of service, a majority of respondents have tenure ranging from 5-10 years (56.67%), whereas 43.33% have been employed for more than 10 years.

### Hypothesis Testing

Hypothesis testing of the direct influence of each research variable can be explained as follows:

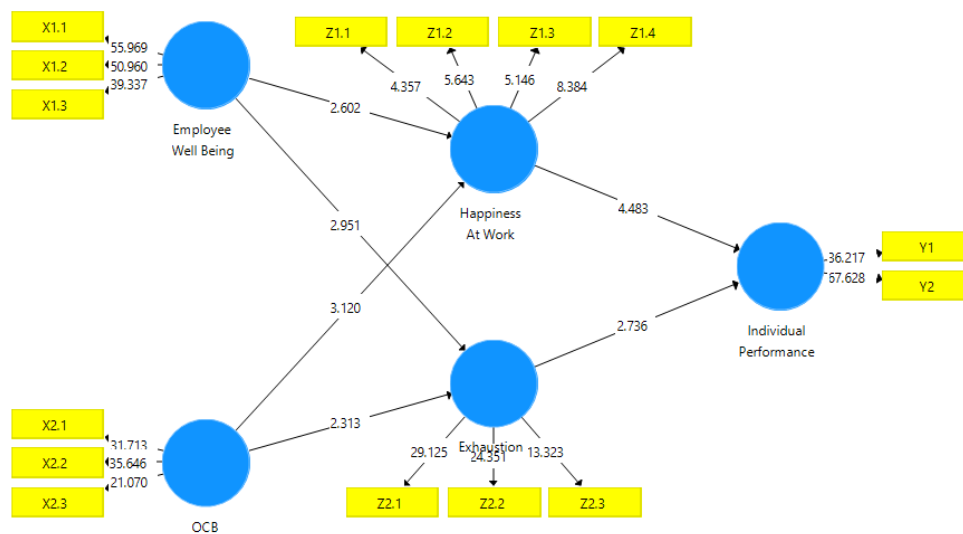


Figure 2: SMART-PLS Results of Inner Model.

Table 2: Respondent's demographics.

	Original Sample (O)	Mean (M)	Standar Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Employee Well Being -> Happiness At Work	0,333	0,310	0,128	2,602	<b>0,010</b>
Employee Well Being -> Exhaustion	-0,334	-0,313	0,113	2,951	<b>0,003</b>
OCB -> Happiness At Work	0,411	0,417	0,132	3,120	<b>0,002</b>
OCB -> Exhaustion	-0,369	-0,357	0,159	2,313	<b>0,021</b>
Happiness At Work -> Individual Performance	0,444	0,433	0,099	4,483	<b>0,000</b>
Exhaustion -> Individual Performance	-0,295	-0,279	0,108	2,736	<b>0,006</b>
Employee Well Being -> Exhaustion -> Individual Performance	0,099	0,090	0,048	2,034	<b>0,042</b>
OCB -> Exhaustion -> Individual Performance	0,109	0,108	0,070	1,555	<b>0,121</b>
Employee Well Being -> Happiness At Work -> Individual Performance	0,148	0,139	0,066	2,228	<b>0,026</b>
OCB -> Happiness At Work -> Individual Performance	0,182	0,183	0,067	2,733	<b>0,006</b>



In the conducted research, it was observed that there is a significant relationship between Employee Well Being and Happiness at Work, as evidenced by the t-statistics value (2.602) and the p value (0.010). These findings imply a positive and substantial impact of Employee Well Being on Happiness at Work, indicating that as the Employee Well Being increases due to subjective, workplace, and psychological factors, so does the level of Happiness at Work. Therefore, we can assert that hypothesis (H1) is supported.

Additionally, the research also revealed a correlation between Employee Well Being and Exhaustion, with a t-statistics value of 2.951 and a p value of 0.003. This suggests a positive and significant effect of Employee Well Being on Exhaustion, indicating that as Employee Well Being increases due to subjective, workplace, and psychological factors, Exhaustion also increases. As a result, hypothesis (H2) can be accepted.

Furthermore, the findings demonstrate a link between Organizational Citizenship Behavior and Happiness at Work, supported by the t-statistics value of 3.120 and the p value of 0.002. This indicates a positive and significant impact of Organizational Citizenship Behavior on Happiness at Work, signifying that an increase in Organizational Citizenship Behavior triggered by factors such as Altruism, Conscientiousness, and Sportsmanship leads to a higher level of Happiness at Work. Hence, hypothesis (H3) can be accepted.

Likewise, the research identifies a relationship between Organizational Citizenship Behavior and Exhaustion, as evidenced by a t-statistics value of 2.313 and a p value of 0.021. These results point to a positive and significant effect of Organizational Citizenship Behavior on Exhaustion, indicating that an increase in Organizational Citizenship Behavior due to Altruism, Conscientiousness, and Sportsmanship factors results in higher levels of Exhaustion. Consequently, hypothesis (H4) can be accepted.

The study also established a significant relationship between Happiness at Work and Individual performance, with a t-statistics value of 4.483 and a p value of 0.000. This demonstrates a positive and substantial impact of Happiness at Work on individual performance, indicating that an increase in Happiness at Work due to positive relationship factors towards other organs, achievement, environment, and compensation leads to higher individual performance. Hence, hypothesis (H5) is supported.

Additionally, the analysis revealed a connection between exhaustion and individual performance, with a t-statistics value of 2.736 and a p value of 0.006. This implies a positive and significant effect of exhaustion on individual performance, suggesting that factors related to slow thinking, less efficient physical and mental activities, and decreased energy lead to higher individual performance. Therefore, hypothesis (H5) can be accepted.

Moreover, it was found that the Exhaustion variable mediates the relationship between Employee Well Being and individual performance, supported by a t-statistic value of 2.034 and a P value of 0.042. Conversely, the exhaustion variable does not mediate the relationship between Organizational Citizenship Behavior and individual performance, as evidenced by a t-statistic value of 1.555 with a p value of 0.121, indicating no significant mediation relationship. Additionally, the Happiness at Work variable was found to mediate the

relationship between Employee Well Being and individual performance, with a t-statistic value of 2.228 and a p value of 0.026, representing a significant mediation relationship. Similarly, the Happiness at Work variable mediates the relationship between Organizational Citizenship Behavior and individual performance, as indicated by a t-statistic value of 2.733 and a p value of 0.006, demonstrating a significant mediation relationship.

## DISCUSSION

The research findings indicate that Employee Well Being has a significant and positive impact on Happiness at Work, with a t-statistics value of 2.602 and a significance level (p-value) of 0.010, suggesting that higher employee well-being is associated with increased happiness at work, with a coefficient of 0.487. This suggests that the hypothesis stating that employee well-being significantly influences happiness at work at PT. Pelindo Daya Sejahtera is supported. These findings align with Hauff's (2020) research, which demonstrates that employee well-being contributes to happiness at work, which in turn can influence employee performance. Additionally, this research supports the findings of Salas-Vallina (2018), emphasizing the importance of improving knowledge, skills, engaging work, positive social environment, and supportive leadership to enhance teamwork norms, shared values, and common goals among managers and employees.

The research findings indicate that Employee Well Being has a positive and significant impact on Exhaustion. The t-statistics value is 2.951 with a significance level (p value) of 0.003, which is less than 5%. The resulting influence coefficient is 0.434, meaning that higher employee well-being is associated with higher exhaustion. This supports the hypothesis that employee well-being significantly affects exhaustion at PT. Pelindo Daya Sejahtera. These results align with a study by Agarwal et al. (2020), which found that healthy relationships and a supportive family reduce feelings of isolation and loneliness among employees, while household workload, living alone, demanding family members, and poor home environmental conditions contribute to employee stress, ultimately reducing their ability to cope with work-related activities.

The research results indicate that Organizational Citizenship Behavior (OCB) has a positive and significant impact on Happiness at Work, with a t-statistics value of 3.120 and a significance level (p-value) of 0.002, which is less than 5%. The resulting influence coefficient is 0.487, suggesting that higher OCB leads to higher happiness at work. This supports the hypothesis that OCB significantly affects happiness at work at PT. Pelindo Daya Sejahtera. These findings align with Yurcu's (2017) research, which found that higher levels of OCB are associated with higher levels of happiness. Baranik (2016) also noted that positive emotions stemming from organizational behavior help employees reduce stress, thereby positively impacting employee happiness.

The research results indicate that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Exhaustion, with a t-statistics value of 2.313 and a significance level (p value) of 0.0021, showing that it is smaller than 5%. The resulting influence coefficient is 0.434, suggesting that higher OCB is associated with higher levels of Exhaustion. This supports

the hypothesis that OCB has a significant effect on exhaustion at PT. Pelindo Daya Sejahtera. These findings align with Stephen Deery's (2016) research, which found that altruistic behaviors, such as helping colleagues with challenging tasks, can increase personal workload and consume time that could be used for core tasks. Similarly, conscientious behaviors that go beyond the call of duty, such as attendance, work breaks, and upholding organizational regulations, may lead to potential issues with excessive workload. The research suggests that employees who exceed the minimum role requirements, such as arriving early or staying late, are likely to experience higher work stress and greater work-life conflict.

The results of this research show that Happiness at work has a positive and significant effect on Individual performance with a t-statistics value of 4.483 with a significance level (p-value) of 0.000, which means it is smaller than 5%. The resulting influence coefficient is 0.449. This means that the higher the Happiness at work, the higher the Individual Performance. This also means the hypothesis which states that Happiness at Work has a significant effect on Individual Performance at PT. Pelindo Daya Sejahtera is acceptable. The results of this research are in line with research by Pryce-Jones (2010), when someone is happy, that person tends to be in a positive psychological condition which is able to motivate someone to take positive actions or behavior as well. This became the initial concept for developing the concept of happiness at work. Because by creating a feeling of happiness when working, it is hoped that it will be able to produce someone to work well.

The results of this research show that exhaustion has a positive and significant effect on individual performance with a t-statistics value of 2.736 with a significance level (p value) of 0.006, which means it is smaller than 5%. The resulting influence coefficient is 0.449. This means that the higher the Exhaustion, the higher the Individual Performance. This also means that the hypothesis states that exhaustion has a significant effect on individual performance at PT. Pelindo Daya Sejahtera is acceptable. The results of this research are in line with research by Conway (2017), employees who experience emotional exhaustion will certainly have a tendency to develop negative attitudes that can affect their performance, such as decreasing commitment and morale at work. So this needs to be a concern for companies to regulate and manage the systems they implement both in relation to workload, time pressure, and lack of social support and also stress due to the role experienced by employees.

### **Significance of the Study:**

The research findings suggest theoretical implications by establishing a conceptual framework model that incorporates the elements of employee well-being, Organizational Citizenship Behavior (OCB), and individual performance in mediating the relationship between happiness at work and exhaustion, based on goal setting theory. The results also reveal a model for enhancing individual performance through employee well-being, OCB, and another model for improving individual performance through happiness at work and reducing exhaustion.

In addition to this, the research indicates a model for increasing individual performance through employee well-being and OCB based on social exchange theory, as well as a model for enhancing work happiness and decreasing exhaustion.

## **Practical implications**

The findings of this research suggest that effectively managing employee well-being and organizational citizenship behavior (OCB) can lead to improved individual employee performance at PT. Pelindo Daya Sejahtera. In other words, when HR practices related to employee well-being and OCB are utilized optimally to increase happiness at work and reduce exhaustion in alignment with the organization's business characteristics, it will significantly impact employee performance at PT. Pelindo Daya Sejahtera.

## **Limitations of the Study:**

This research has limitations in fully addressing the relationship between employee well-being, organizational citizenship behavior, happiness at work, exhaustion, and individual performance. Future researchers should pay more attention to the shortcomings and limitations identified in this research.

In previous research, the "Happiness at work" variable has been mainly studied in laboratory settings with only a few journal articles, authored by the same researchers taking turns as the first and second authors. This presents a challenge for further operationalizing the variables using the indicators determined in this research, so that empirical research can be conducted.

Obtaining responses from respondents has been difficult, requiring a sustained approach over an extended period of time to gather answers.

## **CONCLUSIONS**

Employee Well Being and Organizational Citizenship Behavior significantly influence both Happiness at Work and Exhaustion at PT. Pelindo Daya Sejahtera. These factors encompass subjective, workplace, and psychological indicators, suggesting that the organization's initiatives contribute to enhancing these aspects within the workplace. Moreover, Happiness at Work strongly impacts Individual Performance, highlighting the importance of positive relationships, achievement, environment, and compensation. Conversely, Exhaustion significantly affects Individual Performance, indicating the detrimental effects of cognitive slowing, inefficient physical and mental activities, and lack of focus. These findings underscore the organization's pivotal role in fostering employee well-being, promoting positive organizational behavior, and mitigating exhaustion to enhance individual performance within PT. Pelindo Daya Sejahtera.

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