



## The Influence of Organizational Virtuousness and Psychological Capital on Organizational Citizenship Behavior With Happiness At Work As A Mediator (Study on Bank Employees In The Special Region of Yogyakarta)

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**Abstract:** This study explores how Organizational Virtuousness and Psychological Capital influence Organizational Citizenship Behavior (OCB) among bank employees in Yogyakarta, with Happiness at Work as a mediating factor. It aims to provide insights into promoting positive employee behavior and well-being amid high-stress banking environments. This study uses a quantitative explanatory approach to explore the causal relationships between Organizational Virtuousness, Psychological Capital, Happiness at Work, and Organizational Citizenship Behavior (OCB) among banking employees in DIY, employing closed-ended questionnaires, Structural Equation Modeling (SEM), and mediation analysis to test the hypotheses. This study concludes that both Organizational Virtuousness and Psychological Capital significantly enhance Happiness at Work, which in turn positively influences Organizational Citizenship Behavior (OCB). Happiness at Work acts as a key mediator, with indirect effects from both Organizational Virtuousness and Psychological Capital on OCB exceeding their direct effects. These findings highlight the importance of fostering optimism, integrity, and resilience to promote employee well-being and prosocial behavior. Organizations are advised to develop supportive cultures and implement targeted programs that build psychological resources and ethical values.

**Keyword:** Bank Employees, Happiness at Work, Organizational Citizenship Behavior (OCB), Organizational Virtuousness, Psychological Capital

### INTRODUCTION

In the banking sector, employees often face high-pressure environments characterized by stringent performance targets and intense competition (Sofiah et al., 2019). These conditions can lead to elevated stress levels, potentially diminishing Organizational Citizenship Behavior (OCB), which encompasses voluntary, extra-role activities that enhance organizational effectiveness. Research indicates that job stress negatively impacts OCB, suggesting that stressed employees are less likely to engage in behaviors that go beyond their formal job requirements (Ali & Soo, 2016). Conversely, factors such as organizational commitment, perceived training, and organizational support have been positively associated with OCB,

highlighting the importance of supportive workplace practices in fostering such behaviors (Tanchi et al., 2025). Therefore, to maintain high levels of OCB amidst workplace stress, banks should focus on enhancing organizational support and employee development initiatives.

Organizational Citizenship Behavior (OCB) plays a pivotal role in the banking sector, where service quality and operational efficiency are paramount. Employees exhibiting OCB tend to be proactive, assist colleagues, and demonstrate a strong allegiance to their organization, thereby enhancing overall performance. A study by Tanchi et al. (2025) underscores the significance of factors such as organizational commitment, perceived training, and organizational support in fostering OCB among bank employees. The research indicates that when employees perceive robust training opportunities and feel supported by their organization, they are more inclined to engage in behaviors that transcend their formal job responsibilities, contributing to improved collaboration and customer service.

Organizational Citizenship Behavior (OCB) is strongly influenced by organizational factors like Organizational Virtuousness and individual factors such as Psychological Capital (PsyCap). Organizational Virtuousness, reflected in values like honesty, respect, and compassion, creates a positive work environment that promotes employee engagement and OCB. Meanwhile, higher levels of PsyCap, including hope, efficacy, resilience, and optimism, empower employees to show extra-role behaviors that benefit their organizations (Salahuddin et al., 2025). Happiness at work plays a crucial mediating role in linking organizational virtuousness and psychological capital to organizational citizenship behavior (OCB). Employees who perceive their organizations as virtuous characterized by values such as integrity, compassion, and optimism tend to experience higher levels of affective well-being. This enhanced well-being fosters positive emotions, leading employees to exhibit discretionary behaviors that go beyond their formal job responsibilities, such as helping colleagues and demonstrating organizational loyalty (Rego et al., 2009).

Despite the growing body of research in organizational studies, there remains a notable gap in the literature concerning the simultaneous examination of four key variables service quality, corporate image, customer satisfaction, and customer loyalty within the banking sector, particularly in the Daerah Istimewa Yogyakarta (DIY) of Indonesia. While studies such as Christanto and Santoso (2022) have explored the influence of service quality, corporate image, and customer satisfaction on customer loyalty in Yogyakarta's banking sector,

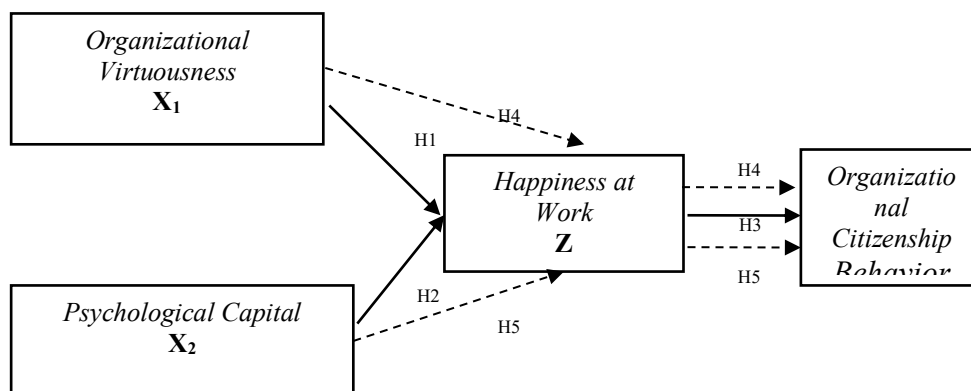
Yogyakarta (DIY) chosen because experiencing rapid growth in its banking sector with a significant number of banks and human resources, serves as the research location to gain a deeper understanding of the internal factors influencing bank employee performance from psychological and organizational perspectives. This study aims to determine the extent to which Organizational Virtuousness and Psychological Capital affect Organizational Citizenship Behavior (OCB) within this context. Furthermore, the research seeks to elucidate the mediating role of Happiness at Work in the relationships between these variables. By examining these dynamics, this research intends to provide valuable insights into fostering positive employee behavior and well-being within the thriving banking environment of DIY.

## **METHOD**

This study employs a quantitative approach with an explanatory research design, aiming to statistically elucidate the causal relationships between variables, both direct and indirect. Explanatory research is instrumental in testing hypotheses and establishing cause-and-effect links, thereby enhancing our understanding of complex phenomena. For instance, Kerari et al. (2023) utilized a mixed-methods sequential explanatory design to investigate factors influencing nurses' perceptions of nurse practitioners' roles in Saudi Arabia, effectively combining quantitative and qualitative data to provide comprehensive insights. Similarly, Arsyad et al. (2023) conducted a quantitative correlational study to explore the structural

relationship between quantitative literacy and critical thinking among pre-service biology teachers, employing statistical analyses to reveal significant associations. These examples underscore the efficacy of explanatory research in uncovering intricate variable interrelations within various fields.

The data collection employed a primary method of closed-ended questionnaires using a 1-5 Likert scale. The instruments were adapted from previously validated and reliable literature, specifically the 15-item Organizational Virtuousness Scale (OV Scale) consisting of 5 dimensions by Cameron et al. (2004), the 24-item Psychological Capital Questionnaire (PCQ-24) consisting of 4 dimensions by Luthans et al. (2007), a relevant 9-item unidimensional Shortener Happiness at Work by Salas-Vallina et al. (2018), and the 10-item unidimensional Organizational Citizenship Behavior Checklist (OCBC-10) scale by Spector et al. (2010). Data analysis involved assessing validity and reliability using AMOS 25 software. Subsequently, Structural Equation Modeling (SEM) was conducted to examine the relationships between variables. Furthermore, a mediation test was performed to determine the role of Happiness at Work as a mediating variable between Organizational Virtuousness, Psychological Capital, and OCB.



**Figure 1. Research Hypothesis Framework**

Based on the hypothesis framework in Figure 1, the hypothesis in this study can be described as follows:

1. There is a positive and significant influence of Organizational Virtuousness on Happiness at Work among employees in banking companies in DIY.
2. There is a positive and significant influence of Psychological Capital on Happiness at Work among Employees in Banking Companies in DIY.
3. There is a positive and significant influence of Happiness at Work on Organizational Citizenship Behavior among Employees in Banking Companies in DIY.
4. There is a positive and significant influence of Organizational Virtuousness on Organizational Citizenship Behavior mediated by Happiness at Work on Employees in Banking Companies in DIY.
5. There is a positive and significant influence of Psychological Capital on Organizational Citizenship Behavior mediated by Happiness at Work on Employees in Banking Companies in DIY.

## RESULTS AND DISCUSSION

### Results

#### Respondent Characteristics

**Table 1. Respondent Characteristics**

Category	Frequency	Percentage
Male	128	41.8
Female	178	58.2
Total	306	100
Category	Frequency	Percentage
Under 20 years	19	6.2
20-30 years	170	55.6
31-40 years	99	32.4
41-50 years	18	5.9
Total	306	100
Category	Frequency	Percentage
Diploma	45	14.7
Doctorate	3	1
Master's	24	7.8
Bachelor's	189	61.8
High School/Equivalent	44	14.4
Junior High School	1	0.3
Total	306	100
Category	Frequency	Percentage
Single	143	46.7
Married	163	53.3
Total	306	100
Category	Frequency	Percentage
1-10 years	194	63.4
10-20 years	66	21.6
20-30 years	10	3.3
Less than 1 year	34	11.1
More than 30 years	2	0.7
Total	306	100
Category	Frequency	Percentage
Back Office	91	29.7
Front Office	74	24.2
General Affairs (GA)	34	11.1
Human Resources Development (HRD)	48	15.7
Management	59	19.3
Total	306	100

Source: Primary Data Processed, 2025

Based on Table 1, the majority of respondents were female (58.2%) and aged between 20–30 years (55.6%). Most held a bachelor's degree (61.8%), were married (53.3%), and had worked for 1–10 years (63.4%). In terms of job position, the largest group worked in the Back Office (29.7%), followed by Front Office and Management roles.

### Descriptive Statistical Analysis

**Table 2. Descriptive Statistics of All Variables**

<b>Organizational Virtuousness</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
OV1	306	1	5	3,59	0,696
OV2	306	1	5	3,59	0,652
OV3	306	1	5	3,62	0,720
OV4	306	1	5	3,59	0,691
OV5	306	1	5	3,59	0,724
OV6	306	2	5	3,57	0,704
OV7	306	2	5	3,60	0,690
OV8	306	2	5	3,63	0,670
OV9	306	2	5	3,54	0,682
OV10	306	2	5	3,62	0,682
OV11	306	2	5	3,61	0,708
OV12	306	2	5	3,59	0,658
OV13	306	2	5	3,54	0,668
OV14	306	1	5	3,71	0,782
OV15	306	1	5	3,65	0,841
Rata-rata				3,61	
<b>Psychological Capital</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
PsyCap1	306	1	5	3,58	0,773
PsyCap2	306	1	5	3,58	0,847
PsyCap3	306	1	5	3,59	0,838
PsyCap4	306	1	5	3,56	0,828
PsyCap5	306	1	5	3,48	0,765
PsyCap6	306	1	5	3,58	0,802
PsyCap7	306	1	5	3,61	0,839
PsyCap8	306	1	5	3,63	0,829
PsyCap9	306	1	5	3,56	0,797
PsyCap10	306	1	5	3,61	0,791
PsyCap11	306	1	5	3,62	0,793
PsyCap12	306	1	5	3,59	0,802
PsyCap13	306	1	5	3,51	0,835
PsyCap14	306	1	5	3,56	0,805
PsyCap15	306	1	5	3,58	0,770
PsyCap16	306	2	5	3,59	0,751
PsyCap17	306	1	5	3,55	0,821
PsyCap18	306	1	5	3,51	0,811
PsyCap19	306	1	5	3,52	0,834
PsyCap20	306	1	5	3,56	0,836
PsyCap21	306	1	5	3,55	0,805
PsyCap22	306	2	5	3,54	0,806
PsyCap23	306	2	5	3,43	0,855
PsyCap24	306	2	5	3,55	0,853
Rata-rata				3,56	
<b>Happiness at Work</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
SHAW1	306	1	5	3,47	0,734
SHAW2	306	1	5	3,42	0,774
SHAW3	306	1	5	3,43	0,749
SHAW4	306	1	5	3,39	0,740
SHAW5	306	1	5	3,45	0,682
SHAW6	306	1	5	3,41	0,720
SHAW7	306	1	5	3,44	0,767

SHAW8	306	1	5	3,35	0,733
SHAW9	306	1	5	3,36	0,769
Rata-rata				3,41	
<b>Organizational Citizenship Behavior</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
OCBC1	306	2	5	3,14	0,832
OCBC2	306	2	5	3,15	0,780
OCBC3	306	2	5	3,16	0,800
OCBC4	306	2	5	3,16	0,769
OCBC5	306	2	5	3,14	0,713
OCBC6	306	2	5	3,08	0,750
OCBC7	306	2	5	3,11	0,798
OCBC8	306	2	5	3,11	0,743
OCBC9	306	2	5	3,22	0,719
OCBC10	306	2	5	3,11	0,794
Rata-rata				3,14	

Source: Primary Data Processed, 2025

Organizational Virtuousness had the highest average score (M = 3.61), followed by Psychological Capital (M = 3.56), reflecting positive employee perceptions. Happiness at Work showed a moderate mean of 3.41. Organizational Citizenship Behavior had the lowest score (M = 3.14), indicating less frequent discretionary behavior.

### Data Instrument Quality Test

**Table 3. Validity Test Results**

Variable	Indicator	Loading Factor	Limit	Information
<b>Organizational Virtuousness</b>	OV1	0,724	> 0.05	Valid
	OV2	0,682		Valid
	OV3	0,721		Valid
	OV4	0,714		Valid
	OV5	0,775		Valid
	OV6	0,751		Valid
	OV7	0,761		Valid
	OV8	0,757		Valid
	OV9	0,808		Valid
	OV10	0,758		Valid
	OV11	0,780		Valid
	OV12	0,747		Valid
	OV13	0,744		Valid
	OV14	0,568		Valid
	OV15	0,656		Valid
<b>Psychological Capital</b>	PsyCap1	0,835	> 0.05	Valid
	PsyCap2	0,800		Valid
	PsyCap3	0,841		Valid
	PsyCap4	0,858		Valid
	PsyCap5	0,793		Valid
	PsyCap6	0,834		Valid
	PsyCap7	0,870		Valid
	PsyCap8	0,840		Valid
	PsyCap9	0,831		Valid
	PsyCap10	0,834		Valid
	PsyCap11	0,807		Valid
	PsyCap12	0,807		Valid
	PsyCap13	0,772		Valid

	PsyCap14	0,794		Valid
	PsyCap15	0,782		Valid
	PsyCap16	0,781		Valid
	PsyCap17	0,834		Valid
	PsyCap18	0,852		Valid
	PsyCap19	0,858		Valid
	PsyCap20	0,833		Valid
	PsyCap21	0,781		Valid
	PsyCap22	0,822		Valid
	PsyCap23	0,843		Valid
	PsyCap24	0,802		Valid
<b>Happiness at Work</b>	SHAW1	0,764		Valid
	SHAW2	0,807		Valid
	SHAW3	0,804		Valid
	SHAW4	0,763		Valid
	SHAW5	0,736	> 0.05	Valid
	SHAW6	0,785		Valid
	SHAW7	0,822		Valid
	SHAW8	0,799		Valid
	SHAW9	0,799		Valid
<b>Organizational Citizenship Behavior</b>	OCBC1	0,792		Valid
	OCBC2	0,748		Valid
	OCBC3	0,770		Valid
	OCBC4	0,718		Valid
	OCBC5	0,811		Valid
	OCBC6	0,861	> 0.05	Valid
	OCBC7	0,850		Valid
	OCBC8	0,819		Valid
	OCBC9	0,770		Valid
	OCBC10	0,807		Valid

Source: Primary Data Processed

Based on the validity test results table with 306 respondents and 58 questions, it shows that all questions have a loading factor value of >0.50. Therefore, it can be concluded that all questions in the questionnaire can be said to be feasible.

**Table 4. Reliability Test Results**

Variabel	CR	Limit	Information
Organizational Virtuousness	0,945	> 0.7	Reliabel
Psychological Capital	0,980		Reliabel
Happiness at Work	0,936		Reliabel
Organizational Citizenship Behavior	0,945		Reliabel

Source: Primary Data Processed

The test results are said to be reliable if they have a construct reliability value > 0.7. The results of this test indicate that the C.R value on the 4 research variables where the value of each variable is greater than 0.7. Based on these results, it can be concluded that the entire research instrument is reliable so that it can be used in this study.

### Hypothesis Test Results

**Table 5. Hypothesis Testing Results**

No.	Hipotesis	Estimate	S.E.	C.R.	P	Result
H1	Organizational Virtuousness → Happiness at Work	0,335	0,059	5,690	***	Signifikan

H2	Psychological Capital → Happiness at Work	0,490	0,051	9,649	***	Signifikan
H3	Happiness at Work → Organizational Citizenship Behavior	0,682	0,090	7,560	***	Signifikan
			Direct	Indirect		
H4	Organizational Virtuosity → Happiness at Work → Organizational Citizenship Behavior	0,133		0,175		Signifikan
H5	Psychological Capital → Happiness at Work → Organizational Citizenship Behavior	0,136		0,327		Signifikan

Source: Primary Data Processed

According to the table data processing, it states that if the CR value has an influence by showing a value above 1.96. Then, for a p value below 0.05, there is also an influence. This can be seen in detail in the following table:

1. Hipotesis 1 (H1)

The estimated parameter of 0.335 with a C.R. value of 5.690 indicates a positive influence of Organizational Virtuosity on Happiness at Work. With a significance level of  $p = 0.000$  ( $p < 0.05$ ), the hypothesis (H1) is accepted, confirming a significant positive effect.

2. Hipotesis 2 (H2)

Psychological Capital positively affects Happiness at Work, with an estimated parameter of 0.490 and a C.R. value of 9.649. The relationship is significant ( $p < 0.05$ ), confirming that Psychological Capital enhances Happiness at Work.

3. Hipotesis 3 (H3)

Happiness at Work has a positive and significant effect on Organizational Citizenship Behavior, with an estimated parameter of 0.682 and a C.R. value of 7.560. The relationship is significant ( $p < 0.05$ ), confirming that Happiness at Work positively influences Organizational Citizenship Behavior.

To examine the mediating relationship between the independent and dependent variables through the mediation variable, we compare the standardized direct effect with the standardized indirect effect. If the standardized direct effect is smaller than the standardized indirect effect, it indicates that the mediation variable has an indirect influence on the relationship between the two variables.

**Table 6. Direct Influence**

	Psychological Capital	Organizational Virtuosity	Happiness at Work	Organizational Citizenship Behavior
Happiness at Work	,564	,302	,000	,000
Organizational Citizenship Behavior	,136	,133	,580	,000

Source: Primary Data Processed

**Table 8. Indirect Influence**

	Psychological Capital	Organizational Virtuosity	Happiness at Work	Organizational Citizenship Behavior
Happiness at Work	,000	,000	,000	,000
Organizational Citizenship Behavior	,327	,175	,000	,000

Source: Primary Data Processed

4. Hipotesis 4 (H4)

The effect of Organizational Virtuosity on Organizational Citizenship Behavior is mediated by Happiness at Work, as evidenced by the comparison of the direct effect (0.133)

and indirect effect (0.175). This indicates that Happiness at Work positively mediates the relationship between Organizational Virtuousness and Organizational Citizenship Behavior. In other words, as Organizational Virtuousness improves, it fosters Happiness at Work, which in turn enhances Organizational Citizenship Behavior. Thus, H6, stating that "Organizational Virtuousness positively and significantly influences Organizational Citizenship Behavior through Happiness at Work," is accepted. The types of mediation that can be concluded from the calculation results are as follows:

**Table 7. Explanation of Mediation Types**

Hipotesis	Estimate	C.R.	P	Results	Description
Organizational Virtuousness → Organizational Citizenship Behavior	0,174	2,521	0,012	Significant	Partial Mediation

The study found that Happiness at Work partially mediates the effect of Organizational Virtuousness on Organizational Citizenship Behavior. The direct effect of Organizational Virtuousness on Organizational Citizenship Behavior was significant, with a C.R. of 2.521 and a p-value of 0.012, supporting the role of Happiness at Work as a partial mediator.

5. Hipotesis 5 (H5)

The effect of Psychological Capital on Organizational Citizenship Behavior is mediated by Happiness at Work, with the indirect effect (0.327) being greater than the direct effect (0.136). This indicates that better Psychological Capital enhances Happiness at Work, which in turn positively influences Organizational Citizenship Behavior, supporting the acceptance of hypothesis (H7).

**Table 8. Explanation of Mediation Types**

Hipotesis	Estimate	C.R.	P	Results	Description
Psychological Capital → Organizational Citizenship Behavior	0,139	2,237	0,025	Significant	Partial Mediation

The study found that Psychological Capital has a significant direct effect on Organizational Citizenship Behavior, with a C.R. of 237 and p-value of 0.025. Additionally, Happiness at Work plays a positive and significant partial mediation role in the relationship between Psychological Capital and Organizational Citizenship Behavior.

**Discussion**

Based on the research results, it can be analyzed that Organizational Virtuousness has a positive and significant effect on Happiness at Work, with a parameter estimate of 0.335, a C.R. value of 5.690, and a probability of  $p < 0.05$ . This supports the findings of Cameron et al. (2004) which states that organizational virtuousness strengthens positive emotions and prosocial behavior. Organizations that implement values such as optimism, integrity, and compassion create a work environment that supports employee happiness. This finding is reinforced by the studies of Rego et al. (2011) and Tsachouridi & Nikandrou (2016), which concluded that organizational virtuousness increases employee identification and well-being. The second hypothesis reveals that Psychological Capital also has a positive and significant effect on Happiness at Work, with an estimated value of 0.490, C.R. 9.649, and  $p < 0.05$ . Psychological capital that includes self-efficacy, hope, optimism, and resilience helps employees manage challenges and strengthen work happiness (Luthans et al., 2007). Avey et

al. (2010) proved that brief psychological interventions can improve well-being and performance. Psychological capital development through training, mentoring, and career programs is suggested as a strategy to improve employee happiness.

The third hypothesis test proved that Happiness at Work has a positive effect on Organizational Citizenship Behavior (OCB), with estimated parameters of 0.682, C.R. 7.560, and  $p < 0.05$ . Happy employees are more likely to demonstrate prosocial behavior such as helping coworkers and volunteering (Fisher, 2010). Organizations can improve OCB by creating a positive work environment and rewarding employee contributions (Boehm & Lyubomirsky, 2008). This study is consistent with the findings of Rego et al. (2010) and Diener & Seligman (2004) on the relationship between happiness and cooperative behavior.

In the fourth hypothesis, Organizational Virtuousness is proven to have an effect on OCB through the mediation of Happiness at Work, with an indirect effect of 0.175 greater than the direct effect of 0.133. This suggests that organizational benevolence strengthens OCB by increasing employee job happiness (Akçakanat, 2020; Rego et al., 2010). Cameron & Winn (2012) explained that the reinforcing effect of organizational benevolence increases positive emotions that encourage volunteer behavior. This study emphasizes the need for an ethics-based organizational culture and benevolence training to strengthen the impact of OCB through job happiness. Finally, the fifth hypothesis suggests that Psychological Capital affects OCB through the mediation of Happiness at Work, with an indirect effect of 0.327 exceeding the direct effect of 0.136. Employees with high psychological capital are happier and more motivated to display OCB, such as helping coworkers and taking extra initiatives (Zeng et al., 2023; Jin et al., 2022). Luthans et al. (2008) emphasized the effectiveness of psychological capital interventions in increasing self-efficacy and optimism. This study strengthens Fredrickson's (2001) model of positive emotions that expand cognitive capacity and strengthen altruistic behavior in organizations.

## CONCLUSION

The findings of this study indicate that Organizational Virtuousness has a positive and significant effect on Happiness at Work, with an estimated parameter of 0.335, a C.R. value of 5.690, and a significance level of  $p < 0.05$ . This suggests that the presence of organizational virtues such as optimism, integrity, and compassion creates a work environment that enhances employee happiness. Psychological Capital was also found to have a significant and positive effect on Happiness at Work, with an estimated parameter of 0.490, C.R. value of 9.649, and  $p < 0.05$ . Psychological resources such as self-efficacy, hope, optimism, and resilience help employees face challenges and improve their well-being. Furthermore, Happiness at Work significantly affects Organizational Citizenship Behavior (OCB), with an estimated effect of 0.682, C.R. value of 7.560, and  $p < 0.05$ , indicating that happier employees are more likely to engage in prosocial behaviors.

In addition to these direct relationships, the study confirmed the mediating role of Happiness at Work in the relationship between both Organizational Virtuousness and OCB, as well as Psychological Capital and OCB. For Organizational Virtuousness, the indirect effect (0.175) was greater than the direct effect (0.133), demonstrating that organizational virtues enhance OCB primarily by increasing happiness at work. Similarly, Psychological Capital influenced OCB more strongly through the mediation of Happiness at Work, with an indirect effect of 0.327 exceeding the direct effect of 0.136. These results underscore the importance of promoting positive psychological states and ethical organizational values to foster greater voluntary and cooperative behavior among employees.

Organizations should prioritize the cultivation of virtuous values such as optimism, compassion, and integrity to foster happiness at work. Developing Psychological Capital through structured programs that build self-efficacy, hope, and resilience is also recommended.

Leaders are encouraged to create a supportive work culture that acknowledges and rewards positive behaviors. It is important to implement training and mentoring initiatives that simultaneously enhance well-being and citizenship behavior. Lastly, future research should explore long-term interventions that sustainably build happiness and Organizational Citizenship Behavior in diverse organizational settings.

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