

DOES HAPPINESS AT WORK AND EMPOWERING LEADERSHIP CONTRIBUTE TO EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR DURING PANDEMIC COVID-19?

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Abstract

This study investigates the relationship between happiness at work and empowering leadership in promoting organisational citizenship behaviour during the COVID-19 pandemic. One hundred seventy-one employees consisting of 68 government employees and 103 private company employees participated in this study. Happiness at work was measured by Subjective Happiness Scale developed by Alarcon (2006), empowering leadership was measured by a scale developed by Ahearne et al. (2005), and Organizational Citizenship Behaviour (OCB) during pandemic COVID-19 was measured by a scale adopted from Smith et al. (1983). Regression analysis was used to answer the research questions. Results found that there is a significant relationship between happiness at work and empowering leadership with OCB simultaneously. The role of happiness at work is higher than empowering leadership in predicting OCB among employees during the COVID-19 pandemic. The implication of the present study sheds light on the importance of promoting happiness at work, especially on creating positive life meaning and ensuring the implementation of empowering leadership leads to a better OCB among employees during the COVID-19 pandemic.

Keywords: Empowering leadership, Happiness at work, Organizational citizenship Behaviour

Introduction

Based on secondary data quoted from the survey on the happiness level of Indonesian Workers released by jobsDB Indonesia, Thursday, August 5, 2015, 73 percent of workers in Indonesia are unhappy, and 26 percent feel very unhappy (Bestari & Prasetyo, 2019). Some of the main reasons for lack of happiness are dissatisfaction with the salary, employee benefits schemes, office facilities, workload, career paths, employee development programmes, and work processes.

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In addition, it indicates that the company has not been able to open up opportunities for its employees to develop their knowledge and skills and take advantage of opportunities to make rapid progress for employees and the company. Meanwhile, the latest update regarding the impact of the COVID-19 pandemic outbreak as of March 26, 2020, according to the DKI Jakarta Manpower, Transmigration and Energy Agency, as many as 679,215 workers from 2,139 companies have implemented a Work from Home system to prevent the spread of COVID-19 (Hasibuan, 2020).

Due to the impact of the COVID-19 outbreak, the leaders of institutions or companies have cut salaries and even laid off their workers. Data from the Indonesian Employers' Association (APINDO) states that many companies have negotiated to cut their employees' salaries and ask them to take unpaid leave (Alika, 2020). Based on an interview with employees who works in a private company, in order to reduce the spread of the virus, they experienced a Work from Homework (WFH) system where the employees worked from home and earned less salary, e.g., half of what he used to get. To anticipate losses, the worker even said that the company's leader offered his employees to voluntarily resign if they were not satisfied with the current system. From the results of these interviews, workers felt dissatisfied and felt unhappy.

The uncertain situation, global economic problem, and lack of employee happiness result in the productivity of employees and the institution's organisation becoming sluggish and decreased. Institutions or companies certainly need employees who can show maximum in-role behaviour, but institutions or companies also need employees who can show extra-role behaviour.

In-role behaviour is a series of activities of an employee based on the rules provided by the company. The rules meant in this sense are rules that follow the company's job description for the employee. Employees who show in-role behaviour only do what they should be doing and are the company's obligations, while extra-role behaviour seeks to benefit the organisation and exceed standards (Organ et al., 2006). Extra role behaviour is also known as Organisational Citizenship Behaviour or (OCB). According to Organ et al. (2006), OCB is an employee's voluntary behaviour that is not recognised "directly" by the official salary system. However, this behaviour can benefit and increase the efficiency of the organisation or company.

Organ et al. (2006) also said that OCB consists of seven factors, namely; helping behaviour, sportsmanship, organisational loyalty, organisational compliance, individual initiative, civic virtue, and self-development. Helping behaviour refers to a willingness to help colleagues, the organisation, and its operations by taking more responsibility. Sportsmanship refers to tolerance for discomfort, such as being maltreated at work but not complaining about it. Organisational loyalty refers to an employee's willingness to defend, protect and remain committed to the company even though the company is in a state of loss. Organisational compliance refers to employee obedience to the rules and regulations. An individual initiative refers to voluntary action to work beyond what is required to improve performance.

Civic virtue is the willingness to take responsibility for the entire organisation. In practice, civic virtue includes being responsible, being involved constructively in organisational processes, and attending organisational meetings voluntarily. Finally, self-development refers to an employee's willingness to increase knowledge, skills, and abilities.

Past studies found that positive affect can promote OCB (Chinanti & Siswati, 2020). According to Knez et al. (2019), positive affect is a positive feeling that arises from within employees. One of the positive feelings that can arise is happiness at work (Extremera & Fernández-Berrocal, 2014). Happiness at work is categorised as a mind-set that allows employees to maximise their performance and reach their potential, which is done by realising the highest and lowest feeling of happiness when working alone or with other employees (Freites & Morales, 2017).

Diener and Biswas-Diener (2008) defines *happiness* at work as feeling enthusiastic about a job, excited to come and work, have good relationships with co-workers, show interdependence with other people or other fields at work, have good job performance, able to get along with other employees, willing to cover the schedule of co-workers when needed. According to Liu and Qu (2011), one of the benefits of happiness at work is the increased contribution to the company. The form of increased contribution in question is the development of work performance which can be in OCB. Seibert et al. (2011) said that an employee who feels happy when working would contribute more to his work.

To empower and increase motivation among the employees, a leader must take a different role to help each other, involve each other in the decision-making process, believe that they can achieve high performance, and simplify administrative rules and procedures (Kim & Beehr, 2020; Cheong et al., 2019; Fong & Snape, 2015). Zhang and Bartol (2010), linking empowering leadership with employee creativity, found that empowering leadership positively affected psychological empowerment, which influenced both intrinsic motivation and creative process engagement.

Rayan et al. (2018) found that empowering leadership would make employees more involved or work extra on their jobs. Empowering leadership can improve a work climate by amplifying the positive effects of a highly cognitively demanding work context and high cognitive resources (Tuckey et al., 2012). Empowering Leadership is necessary to prepare the best quality of employees or employees to increase responsibility for work. To measure the role of leaders in empowering leadership, the measuring instrument developed by focuses on individual interactions between superiors and subordinates has four dimensions. These dimensions include enhancing meaningfulness, fostering participation, expressing confidence, and providing autonomy (Ahearne et al., 2005).

Shahab et al. (2018) showed a significant positive effect of empowering leadership with OCB via an intervening variable, emotional intelligence. Thus, happiness at work may also be a factor that mediates the relationship between



empowering leadership and OCB. Dana Bestari and Anggun Resdasari Prasetyo, in 2019, conducted research on the relationship between Happiness at Work and OCB on employees of PT Telkom Witel Semarang. They found that the higher the employee's feeling of happiness at work, the higher the OCB behaviour that employees show, and vice versa.

Prakoso and Listiari reinforce this result. They previously researched the same relationship in 2017 with institutions or companies making policies that can increase employee productivity while also facilitating employee happiness levels by feeling happy when employees are working and motivated to show outgoing behaviour. Shahab et al. (2018) and Paul et al. (2016) state that empowering leadership has a significant positive effect on OCB. Vice versa, OCB has a positive influence on a person's leadership performance, so that leaders are easier to address the willingness of employees or employees to contribute positively to work.

Although many studies examine the roles of happiness and empowering leadership toward OCB, there is still a lack of study that comprehensively examines employee extra-role behaviour during pandemic COVID-19 and how it relates to employee happiness at work and the perception toward empowering leadership. Therefore, the present study highlights the relationship between happiness at work and empowering leadership in promoting organisational citizenship behaviour during the COVID-19 pandemic. The hypothesis for the present study is happiness at work and empowering leadership significantly predict employee OCB during COVID-19.

Method

Study design and participants

This study uses quantitative methods with regression analysis to answer the research question. One hundred seventy-one respondents participated in this study. The sample consists of 51.5 percent male employees and 48.5 percent female employees. 36.8 percent of the respondents work in a government institution and 63.2 percent work in a private company. Most (60.2%) of the respondents are not fully work from home. 33.3 percent of the respondents are fully working at the office, only 6.4 percent of the respondents work from home during COVID-19.

Research instruments and measures

There are three measures used in the present study:

1. *Happiness at work* is defined as a positive feeling that a worker has in carrying out his work. It consists of 4 dimensions: positive life meaning, satisfaction with life, self-fulfilment, and joy of living. Happiness at work measures 27 items developed by Alarcon (2006). This scale is reliable with Cronbach alpha 0.93.
2. *Empowering Leadership* is a type of leadership in which a leader trusts and respects his subordinates' opinions and contributions. Four dimensions



of empowering leadership are enhancing meaningfulness, fostering participation, expressing confidence, and providing a hearing. Empowering leadership is measured by 12 items developed by Mathieu and Rapp (2005). This scale is reliable with Cronbach alpha 0.90.

3. *Organisational Citizenship Behaviour* (OCB) is an employee's extra-role behaviour that is beneficial to the organisation without being explicitly recognised by the formal reward system. There are three dimensions of OCB, namely, obedience, loyalty, and participation. OCB is measured by 26 items adapted from Organ et al. (2006). This scale is reliable with Cronbach alpha 0.69.

Procedure

Data analysis

Descriptive analysis was performed to describe the data, and further regression analysis was performed to test the hypothesis. The instrument used in this study was modified according to the research setting during the pandemic situation. The items in the questionnaire were translated to the Indonesian language using a back-translation method, a procedure commonly used by researchers to ensure the "understandability" of a document. Back-translation was also conducted to equalize perception and validity, especially on research instruments. The instrument in this study used a Likert scale range from Strongly Disagree = 1, Disagree = 2, Doubtful = 3, Agree = 4, and Strongly Agree = 5.

Results

The result of descriptive analysis indicated that for happiness at work variable $M = 95.42$ with $SD = 13.92$, in which happiness at work among the employees during pandemic COVID-19 are moderate. Likewise, concerning empowering leadership $M = 44.53$ with $SD = 6.66$, this indicated that the perception toward empowering leadership is moderate. Similarly, descriptive analysis on the OCB shows that $M = 81.06$ with $SD = 7.86$, in which the OCB level among employees during COVID-19 is also in the moderate level.

Table 1: Descriptive Statistics

Variables	Min	Max	Mean	Std. Deviation
HAW	62	127	95.42	13.92
EL	18	60	44.53	6.66
OCB	61	106	81.06	7.86

Regression analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables and the dependent variable. This analysis aims to determine the direction of the relationship between the independent variable and the dependent variable having a positive or negative relationship and to predict the value of the dependent variable if the independent variable increases or decreases. Multiple linear regression analysis is done by setting the equation = $a + b_1X_1 + b_2X_2 + e$. The results of the calculation of the values are as follows:

Table 2: Regression Analysis

Variable	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	SE	Beta (β)		
1 (Constant)	62.015	4.527		13.700	.000
Total HAW	.138	.048	.245	2.879	.005
Total EL	.132	.100	.111	1.311	.192

Dependent Variable: Total OCB

From the output with SPSS 26 for Windows the results of this multiple linear regression equation are: $\hat{Y} = 62,015 + 0.138 X_1 + 0.132 X_2 + e$; which means:

1. The constant value $a = 62.015$ means that if the variables of Happiness at Work and Empowering Leadership are not included in the study, then the OCB of Employees during the COVID-19 Pandemic will still increase by 62.015%.
2. The value of the coefficient $b_1 = 0.138$ means that if the Happiness at Work variable is increased even better, the OCB for Employees or Employees during the COVID-19 Pandemic will still increase by 0.138% with the assumption that the other independent variables are constant.
3. The value of the coefficient $b_2 = 0.132$ means that if the Empowering Leadership variable is improved even more, then the OCB for Employees during the COVID-19 Pandemic will still increase by 0.132%, assuming the other independent variables are constant.

Therefore, the hypothesis is supported, in which Happiness at Work (X_1) and Empowering Leadership Variable (X_2) simultaneously has a relationship with OCB (Y) with= $df (2.168)$, $F=9.9.327$, $p < 0.000$.

Table 3: Fixed-Effect ANOVA

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
1	Regression	1051.609	2	525.804	9.327	.000 ^b
	Residual	9470.684	168	56.373		
	Total	10522.292	170			

Coefficient of determination test (R Square)

Based on the Model Summary Table, it can be concluded that happiness at work and empowering leadership simultaneously or together have a significant relationship to OCB in employees during the COVID-19 pandemic by 10 percent. In comparison, 90 percent is influenced by other variables.

Table 4: Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
1	.316a	.100	.089	7.50820	1.963

a. Predictors: (Constant), Total EL, Total HAW

b. Dependent Variable: Total OCB

Further analysis based on the bivariate analysis between subscales of OCB variable with happiness at work variable found that the obedience dimension of OCB variable significantly correlates with the happiness at work variable with $r = 0.474$, $p < 0.01$, which means that the more employees indicated obedience the more likely that they will have OCB at the workplace.

Furthermore, based on the bivariate analysis between subscales happiness at work variable with OCB, it is found that the positive life meaning dimension in the happiness at work variable significantly correlate with the OCB variable, with $r = 0.273$, $p < 0.01$, the more employee experience positive life meaning, the more likely that the employee will have OCB.

In addition, the dimension of satisfaction with life as a subscale of happiness at work also shows a significant correlation with the OCB variable with $r = 0.251$, $p < 0.01$. This result indicated that the more employee satisfied with their life, the more likely that the employee will have OCB.

The empowering leadership variable found that enhancing meaningfulness as the subscales of the empowering leadership, there is a significant relationship with OCB, with $r = 0.207$, $p < 0.01$. This finding indicated that the more employees perceived their leader to enhance meaningfulness, the more likely the employee will have OCB.

Discussion

This study aims to determine whether there is a relationship between happiness at work, empowering leadership, and OCB in employees during the COVID-19 pandemic. Results of hypothesis testing found a significant relationship between happiness at work and empowering leadership with OCB simultaneously. Therefore, the hypothesis is accepted.

This finding is similar to previous research conducted by Bestari and Prasetyo in 2019, who examine the relationship between happiness at work and OCB on PT Telkom Witel Semarang. If employees feel happy at work, the happier they are toward their job, the more OCB behaviour that employees show, and vice versa. Prakoso and Listiara reinforce this result. They previously researched the same relationship in 2017 with institutions or companies making policies to increase employee productivity while also facilitating employee happiness. By feeling happy when employees are working, they will be motivated to show outgoing behaviour of the box, which is expected like OCB.

It shows that the greater the perceived happiness at work, the higher the OCB shown by employees. Vice versa, the smaller the perceived happiness at work, the lower the OCB shown. Based on this finding during this pandemic COVID-19, it is suggested that employees need to ensure that they experience positive emotion when doing their job at the individual level. Employees need to find meaning in doing their job. Having a positive emotion toward the job can make employees experience a more positive atmosphere when they need to get the job done (Paul et al., 2016). Therefore, employees will be more willing to do the extra-role behaviour and still be happy during the uncertain situation of the pandemic outbreak.

Obedience, as the subscale of OCB, shows the highest correlation with happiness at work and empowering leadership compared to others subscale. This result indicated that employees who are willing to obey the company policy are more willing to work beyond what is expected and stay happy no matter what when completing their job. Therefore, personal obedience traits can be considered during the recruitment and selection process. In addition to that, several organisational interventions and behaviour modification activities can take place to promote obedience culture at the workplace.

Empowering leadership also shows a significant relationship with OCB when it was tested simultaneously with happiness at work. This finding is in line with previous studies done by Shahab et al. (2018), Fong and Snape (2015), Nuzul (2018). Results in those studies show that there is a significant and positive effect of empowering leadership and OCB. It means that a higher role of empowering leadership will increase its impact on OCB.

Other previous research on empowering leadership was conducted by Rayan, Sebaie, and Ahmed (2018). They found that the application of empowering

leadership would make employees more involved or work extra on their jobs. Therefore, in promoting OCB during pandemic COVID-19, an organisation needs to ensure that the leader builds a meaningful work environment by communicating how essential to have a deeper meaning than simply getting the job done. A leader perceived by employees as showing a meaningful life may enhance employee willingness to work more than expected and stay happy in completing the job. Not only that, leaders also need to show concern to the employee, and support the employee emotionally so that it may ease their difficulties in facing unexpected circumstances due to the COVID-19 outbreak (Forster et al., 2020).

Moreover, from the results of hypothesis testing on the happiness at work, empowering leadership variable, with the OCB dimension, the lowest correlation was found in the participation dimension. Dimensions of participation describes the willingness of employees to develop all aspects of organisational life actively. Seeing the correlation results on this participation dimension shows that a pandemic make employees feel uncomfortable and less able to concentrate on their work and feel that their work lacks participation because they have to work in situations that are dominated by working conditions that are not fully WFH.

Moreover, the highest correlation is found in the obedience dimension, which describes the desire or willingness of employees to accept and comply with organizational rules and procedures. This shows that even with the conditions that existed during the pandemic, these employees or employees are aware of the importance of the organization's continuity in their lives. Therefore, if the organisation loses, the workers will be increasingly harming themselves if they do not place their interests in the organisation (Grego-Planer, 2019).

Conclusion

There is a significant relationship between the happiness at work variable and empowering leaders with the OCB among employees during the COVID-19 Pandemic. Happiness at work is more significant in predicting employee OCB during pandemic COVID-19 compared to empowering leadership. Therefore, it is recommended that top management need to ensure employee happiness at work, especially during the pandemic of COVID-19, by designing an intervention programme that can promote positive life meaning. The programme might lead to better life satisfaction and joyful life. In addition, it is suggested to leaders of institutions or companies to give confidence to their subordinates. Leaders should actively encourage and enabling followers to lead themselves, so that, subordinates feel they have good relationships with co-workers and show good work performance. Ensuring employee happiness at work and empowering leadership may promote employee organisational citizenship behaviour during the COVID-19 outbreak.

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