



The Effect of Happiness at Work and Communication on The Organizational Commitment of Employees at Pt Pln Nusantara Power Kapuas Generation Unit

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ARTICLE INFO

Keywords: Happiness at Work, Communication, Organizational Commitment.

Received : 20, June

Revised : 22, July

Accepted: 29, August

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ABSTRACT

This study aims to analyze the effects of Happiness at Work and Communication on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit. The study employed a quantitative associative approach involving 65 permanent employees selected through total sampling. Data were collected using questionnaires and analyzed using multiple linear regression. The findings indicate that Happiness at Work and Communication simultaneously have a significant effect on Organizational Commitment. Partially, Happiness at Work has a positive and significant effect on Organizational Commitment, while Communication also has a positive and significant effect on Organizational Commitment. These findings imply that enhancing employees' positive work experiences and establishing effective, open, and transparent communication can strengthen their commitment to the organization.

INTRODUCTION

Human Resource Management addresses the management of individuals as strategic resources in achieving organizational goals (Tantowi, 2024). One aspect associated with employees' work experience is Happiness at Work, which refers to a condition in which individuals experience positive feelings because they are able to understand, manage, and influence their work environment (Pryce-Jones, 2011). Work processes also involve communication through the sending and receiving of messages, which enables feedback and mutual understanding between two or more people (Sugiyono & Lestari, 2021). Employees' relationship with the organization is subsequently reflected in Organizational Commitment, which includes the desire to remain part of the organization, the willingness to work toward achieving its goals, and acceptance of its values (Wardhana, 2024). Employee absence may be recorded in personnel administration on the basis of illness, authorized absence, unexcused absence, or leave during working days (Hasibuan, 2023).

PT PLN Nusantara Power Kapuas Generation Unit is an operational unit that manages power plants in West Kalimantan and operates within the Khatulistiwa electricity system. In 2026, the unit managed ULPLTD Sanggau, ULPLTD Sintang, ULPLTDG Siantan, and ULPLTD Ketapang, which are distributed across four regencies or cities in West Kalimantan (PT PLN Nusantara Power Unit Pembangkitan Kapuas, 2026). Its operational activities were supported by 66 permanent employees assigned to ten organizational units, with Business Support having the largest number of employees, namely 13 (PT PLN Nusantara Power Unit Pembangkitan Kapuas, 2026). Employee management within a generation unit concerns the organization of human resources to support the achievement of institutional objectives (Tantowi, 2024). According to information provided by the Human Resources Team Leader, employee attendance has been recorded digitally through the PLN Mobile application, with working hours from 08:00 to 16:00 Western Indonesian Time (WIB).

Employee attendance data show that the absenteeism rate declined from 1.27% in 2023 to 1.16% in 2024 and 1.15% in 2025 (PT PLN Nusantara Power Unit Pembangkitan Kapuas, 2026). Absenteeism reflects administrative records of employee absence during working hours due to illness, authorized absence, unexcused absence, or leave (Hasibuan, 2023). Although the absenteeism rate decreased, total lateness was recorded at 1,238 minutes in 2023, increased to 1,335 minutes in 2024, and then declined to 1,124 minutes in 2025 (PT PLN Nusantara Power Unit Pembangkitan Kapuas, 2026). An interview with the Human Resources Team Leader, Mr. Reza Ardiansyah, indicated that communication among employees primarily occurred during meetings, briefings, and work coordination, whereas interaction outside formal activities remained limited. Changes in the organizational scheme at the central level were also followed by adjustments to the work structure and new planning arrangements, which created uncertainty, additional workloads, and psychological pressure for employees.

Physical well-being activities organized by PT PLN Nusantara Power Unit Pembangkitan Kapuas, such as group exercise, recreational walks, and other activities, represent one of the company's efforts to support employee well-being. These activities can foster a more positive work atmosphere, enhance motivation, and provide employees with opportunities to feel more comfortable and happier while performing their duties. This reflects a phenomenon related to happiness at work, as the positive environment and activities provided by the company can contribute to creating a pleasant work experience for employees.

The relationships among employees' psychological conditions, communication, discipline, and attachment to the organization have been examined in several studies. Happiness at Work has been reported to have a negative relationship with absenteeism, indicating that greater happiness is associated with a lower likelihood of employee absence (Chen et al., 2024). Effective communication is also associated with increased work engagement and discipline, as well as lower employee absenteeism (Sulaiman et al., 2023). Higher Organizational Commitment has been found to be associated with lower employee absenteeism (Rathri et al., 2018). Happiness at Work is also related to employee well-being in performing their work (Samat et al., 2024). Internal communication is associated with employee well-being through the expression of employees' needs, opinions, and feelings within the organization (Fahmi, 2024). Employees' attachment to the organization is likewise associated with the comfort and well-being they experience at work (Wangi and Kusumayadi, 2024).

Previous studies have reported different findings regarding the relationships of Happiness at Work and Communication with Organizational Commitment. A study involving permanent teachers at Yayasan SMK Ma'arif 4 Kebumen found that workplace happiness did not affect Organizational Commitment (Nurimanita, 2022). By contrast, a study of employees at UD Jati Diri in Pamekasan Regency found that Communication partially had a significant effect on employee commitment (Zuraidah, 2018). Another study examined Happiness at Work in relation to employee absenteeism rather than directly in relation to Organizational Commitment (Chen et al., 2024). Studies of employee happiness have also more frequently focused on employee well-being as the variable being analyzed (Samat et al., 2024). These differences in findings and research focus indicate that the relationships of Happiness at Work and Communication with Organizational Commitment have not demonstrated a consistent empirical pattern across different organizational settings.

This study is positioned as a simultaneous examination of Happiness at Work and Communication as variables affecting the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit in 2026. Happiness at Work is analyzed through positive relationships with others, recognition of achievement, the physical work environment, and compensation (Windasari & Widyastuti, 2014, as cited in Nurimanita, 2022). Communication is measured on the basis of openness, empathy, supportiveness, positiveness, and equality in interpersonal relationships (Devito, 2011, as cited in Sugiyono & Lestari, 2021). Organizational Commitment is treated as the dependent variable and comprises affective commitment, continuance

commitment, and normative commitment (Robbins & Judge, 2015, as cited in Ria & Syarif, 2017). The examination was conducted among generation-unit employees working within an operational structure and service areas distributed across West Kalimantan (PT PLN Nusantara Power Unit Pembangkitan Kapuas, 2026).

This study aims to analyze the effect of Happiness at Work on Organizational Commitment and the effect of Communication on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit. The analysis was conducted among permanent employees of the Kapuas Generation Unit by considering attendance data, lateness, communication patterns, and changes in the work structure during the study period.

THEORETICAL REVIEW

Happiness at Work

Happiness at Work is a positive emotional condition that arises when individuals are able to understand, manage, and influence their work environment, thereby enabling them to work optimally and experience satisfaction (Pryce-Jones, 2011). Happiness at Work is a positive emotional condition that arises when individuals are able to understand, manage, and influence their work environment, thereby improving performance and job satisfaction (Ali & Nurmayanti, 2024). Happiness at Work reflects a positive psychological condition that may be associated with improved performance and well-being, as well as employees' desire to remain in the organization (Romão et al., 2022). This condition is reflected in pleasant feelings, a high level of well-being, and a positive attitude while individuals perform their work (Algarni & Alemeri, 2023).

Happiness at Work is measured using four indicators: positive relationships with others, recognition of achievement, the physical work environment, and compensation (Windasari & Widyastuti, 2014, as cited in Nurimanita, 2022). The relationship between Happiness at Work and Organizational Commitment was examined by Nurimanita (2022) in a study of workplace happiness, person-job fit, job satisfaction, and Organizational Commitment among permanent teachers at Yayasan SMK Ma'arif 4 Kebumen. The study found that workplace happiness did not affect Organizational Commitment (Nurimanita, 2022). This finding provides an empirical basis for re-examining the relationship between Happiness at Work and Organizational Commitment among employees of PT PLN Nusantara Power Kapuas Generation Unit.

H1: Happiness at Work has a positive and significant effect on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit.

Communication

Communication is the process of sending and receiving messages directly between two or more people, enabling feedback and the development of mutual understanding (Sugiyono & Lestari, 2021). Communication may occur orally or in writing and may be verbal or nonverbal, with the form selected according to

the time, situation, and need for conveying the message (Amirullah, 2015). Communication is the process of conveying and exchanging information between two or more parties, including interactions between humans and technological devices (Wijayaningsih, 2021). Communication effectiveness is influenced by the abilities, attitudes, knowledge, and media used by both the sender and the receiver of a message (Busro, 2018). Within an organization, communication serves as a means of coordination among organizational units formed through the division and specialization of work (Ramadhani et al., 2023). In this study, Communication refers to the exchange of information and responses occurring among employees and between employees and other parties within the organization.

Communication is measured using five indicators: openness, empathy, supportiveness, positiveness, and equality (Devito, 2011, as cited in Sugiyono & Lestari, 2021). Zuraidah's (2018) study of employees at UD Jati Diri in Pamekasan Regency found that Communication partially had a significant effect on employee commitment, thereby providing an empirical basis for examining the relationship between the two variables among employees of PT PLN Nusantara Power Kapuas Generation Unit.

H2: Communication has a positive and significant effect on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit.

Organizational Commitment

Organizational Commitment is an attitude reflecting an individual's strong desire to remain part of an organization, willingness to work toward achieving organizational goals, and belief in and acceptance of the organization's values and objectives (Wardhana, 2021). Low employee commitment may lead to a decision to resign, whereas employees with high commitment tend to remain in the organization in which they work (Ardianto & Bukhori, 2021). Organizational Commitment reflects employees' psychological bond with the organization, which is formed through emotional attachment, considerations related to remaining with the organization, and moral obligation (Adi & Fithriana, 2025).

Organizational Commitment consists of affective commitment, continuance commitment, and normative commitment, which reflect emotional attachment, considerations related to remaining with the organization, and an individual's obligation to the organization (Robbins & Judge, 2015, as cited in Ria & Syarif, 2017). Continuance Organizational Commitment was also used as the dependent variable in a study by Istiyana and Fauzan (2022), which found that interpersonal communication had a positive effect on the continuance Organizational Commitment of employees at CV Surya Utama Perkasa Semarang.

H3: Happiness at Work and Communication simultaneously have a positive and significant effect on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit.

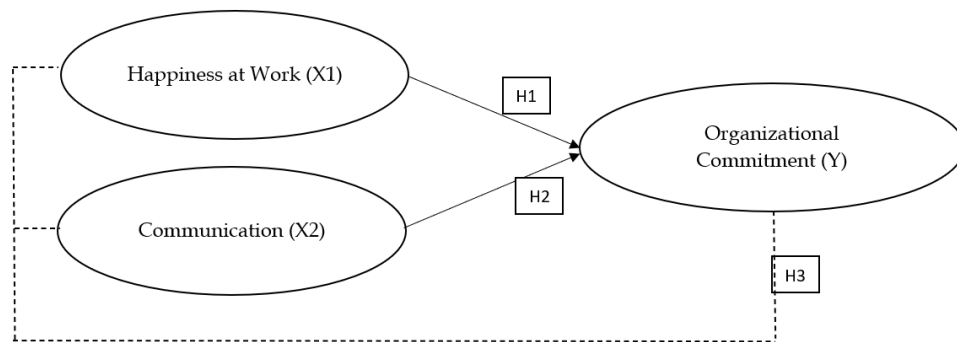


Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative method with an associative approach to analyze the effects of Happiness at Work and Communication on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit. The associative approach is used to identify relationships or effects between two or more variables (Siregar, 2019). The study used both primary and secondary data. Primary data were obtained through an interview with the CSR and General Affairs Team Leader and by distributing questionnaires to permanent employees, whereas secondary data were obtained from company documents concerning the number of employees, the distribution of work units, the absenteeism rate, and employee lateness. The interview was used to obtain information directly from a party familiar with the research setting, while the questionnaire was used to collect respondents' answers in a structured manner (Siregar, 2019).

The study population comprised all permanent employees of PT PLN Nusantara Power Kapuas Generation Unit in 2026, excluding the Generation Unit Manager, for a total of 65 employees. The sample was determined using total sampling; consequently, all 65 members of the population were included as respondents (Sugiyono, 2023). The independent variables were Happiness at Work (X1) and Communication (X2), while the dependent variable was Organizational Commitment (Y). An independent variable is a variable that influences changes in another variable, whereas a dependent variable is influenced by the independent variables (Machali, 2021). Respondents' answers were measured using a five-point Likert scale ranging from Strongly Disagree, with a score of 1, to Strongly Agree, with a score of 5, because this scale can be used to measure respondents' attitudes, opinions, and perceptions regarding a social phenomenon (Sugiyono, 2023).

Data were analyzed using SPSS software. Instrument quality was assessed through a validity test using the Pearson Product-Moment correlation and a reliability test using Cronbach's Alpha. An instrument was considered valid when the calculated *r*-value exceeded the critical *r*-value and the significance value did not exceed 0.05, whereas an instrument was considered reliable when its Cronbach's Alpha value exceeded 0.60 (Siregar, 2019). Before the regression analysis, classical assumption tests were conducted, including the Kolmogorov-Smirnov normality test, the Test for Linearity, and a multicollinearity test based on the Tolerance and Variance Inflation Factor values. The data were considered normally distributed when the significance value exceeded 0.05; the relationship

was considered linear when the linearity significance value was below 0.05; and the model was considered free from multicollinearity when the Tolerance value exceeded 0.10 and the VIF value was below 10 (Machali, 2021; Siregar, 2019). The effects among variables were analyzed using multiple linear regression with the equation $Y = a + b_1X_1 + b_2X_2$, while the strength of the relationship and the contribution of the independent variables were analyzed using the multiple correlation coefficient and the coefficient of determination (Siregar, 2019). Hypotheses were tested using the F-test to assess the simultaneous effects of Happiness at Work and Communication and the t-test to assess the partial effect of each variable at a 5% significance level (Siregar, 2019).

RESULTS

Research Instrument Testing

Validity Test

The validity test was conducted to ensure that each questionnaire item accurately measured the research variable. The test was performed by correlating each item score with the total score and then comparing the r-calculated with the r-table value. With a sample of 65 respondents, the degrees of freedom were $df = n - 2 = 63$. At a 5% significance level, the critical r-value was 0.244. The validity test results for all questionnaire items are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-calculated	r-table	Description
Happiness at Work (X1)	X1.1	0.476	0.244	Valid
	X1.2	0.512		
	X1.3	0.411		
	X1.4	0.536		
	X1.5	0.482		
	X1.6	0.433		
	X1.7	0.513		
	X1.8	0.662		
	X1.9	0.691		
	X1.10	0.612		
	X1.11	0.331		
	X1.12	0.731		
Communication (X2)	X2.1	0.595	0.244	Valid
	X2.2	0.654		
	X2.3	0.481		
	X2.4	0.547		
	X2.5	0.629		
	X2.6	0.651		
	X2.7	0.388		
	X2.8	0.535		
	X2.9	0.446		
	X2.10	0.588		
	X2.11	0.466		
	X2.12	0.436		

	X2.13	0.617		
	X2.14	0.497		
	X2.15	0.652		
	Y.1	0.721		
	Y.2	0.610		
	Y.3	0.572		
	Y.4	0.528		
Organizational Commitment (Y)	Y.5	0.588	0.244	Valid
	Y.6	0.711		
	Y.7	0.507		
	Y.8	0.572		
	Y.9	0.634		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all items for Happiness at Work (X1), Communication (X2), and Organizational Commitment (Y) had r-calculated values greater than the r-table of 0.244. Therefore, all items were declared valid and appropriate for use as data collection instruments.

Reliability Test

The reliability test was conducted to assess the consistency of the research instrument using Cronbach's Alpha. An item was considered reliable when the Cronbach's Alpha value exceeded 0.60. The reliability test results for all variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	No. of Items	Description
Happiness at Work (X1)	0.777	12	Reliable
Communication (X2)	0.832	15	
Organizational Commitment (Y)	0.783	9	

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all variables had Cronbach's Alpha values above 0.60. Therefore, all questionnaire items were declared reliable and appropriate for use as research instruments.

Classical Assumption Tests

Normality Test

The normality test was conducted using the Kolmogorov-Smirnov method to determine the distribution of the data. The data were considered normally distributed when the significance value exceeded 0.05. The normality test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	65
Test Statistic	.053
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2026

Based on the Kolmogorov-Smirnov test of the unstandardized residuals presented in Table 3, the Asymp. Sig. value was 0.200; therefore, the residuals of the regression model were considered normally distributed.

Linearity Test

The linearity test was conducted using the Test for Linearity to assess the linear relationship between the independent and dependent variables. A relationship was considered linear when the significance value for Linearity was below 0.05 and the significance value for Deviation from Linearity exceeded 0.05. The test results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Organizational Commitment * Happiness at Work	.031	.061	Linear
Organizational Commitment * Communication	.027	.088	

Source: Processed Data, 2026

Based on the linearity test results in Table 4, the relationships of Happiness at Work (X1) and Communication (X2) with Organizational Commitment (Y) were considered linear. This is indicated by the respective Sig. Linearity values of 0.031 and 0.027, both of which were below 0.05, and the Sig. Deviation from Linearity values of 0.061 and 0.088, both of which exceeded 0.05.

Multicollinearity Test

The multicollinearity test was conducted to identify correlations among the independent variables in the regression model. The model was considered free from multicollinearity when the Tolerance value exceeded 0.10 and the VIF value was below 10.00. The test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Happiness at Work	.856	1.169
	Communication	.856	1.169
a. Dependent Variable: Organizational Commitment			

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, both independent variables had a Tolerance value of 0.856 and a VIF value of 1.169. Therefore, the regression model was considered free from multicollinearity.

Hypothesis Test

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effects of the independent variables on the dependent variable, both partially and simultaneously. The regression coefficient results are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	2.244	.306		7.342 .000
	Happiness at Work	.246	.070	.370	3.535 .001
	Communication	.232	.059	.409	3.907 .000

a. Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

Based on the multiple linear regression analysis results in Table 6, the following multiple linear regression equation was obtained:

$$Y = 2.244 + 0.246 X_1 + 0.232 X_2$$

- 1) The constant value of 2.244 indicates that when Happiness at Work (X_1) and Communication (X_2) are equal to zero, Organizational Commitment (Y) has a value of 2.244.
- 2) The coefficient for Happiness at Work (b_1) is 0.246 and is positive. This means that, with Communication held constant, a one-unit increase in Happiness at Work is associated with a 0.246-unit increase in Organizational Commitment.
- 3) The coefficient for Communication (b_2) is 0.232 and is positive. This means that, with Happiness at Work held constant, a one-unit increase in Communication is associated with a 0.232-unit increase in Organizational Commitment.

Correlation Coefficient Analysis (R)

Product-Moment correlation coefficient analysis was used to measure the strength and direction of the relationship among variables. The test results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.419	.400	.17197

Predictors: (Constant), Communication, Happiness at Work.

Source: Processed Data, 2026

Based on the correlation analysis results in Table 7, the correlation coefficient (R) of 0.647 indicates that Happiness at Work and Communication have a strong relationship with Organizational Commitment.

Coefficient of Determination (R^2)

Based on the coefficient of determination (R^2) results presented in Table 7, the R-squared value of 0.419 indicates that Happiness at Work and

Communication explain 41.9% of the variance in Organizational Commitment. The remaining 58.1% is influenced by other variables outside the research model.
Simultaneous Test (F-Test)

The simultaneous test (F-test) was used to examine the simultaneous effects of the independent variables on the dependent variable. The test results are presented in Table 8.

Table 8. Simultaneous Test Results (F-Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.322	.661	22.349	.000 ^b
Residual	1.834	.030		

Dependent Variable: Organizational Commitment
Predictors: (Constant), Communication, Happiness at Work.

Source: Processed Data, 2026

Based on the simultaneous test (F-test) results in Table 8, the calculated F-value of 22.349 is greater than the critical F-value of 3.14, with a significance value of $0.000 < 0.05$. Therefore, H_1 is accepted, indicating that Happiness at Work and Communication simultaneously has a significant effect on Organizational Commitment.

Partial Test (t-Test)

The partial test (t-test) was used to examine the partial effect of each independent variable on the dependent variable. The test results are presented in Table 9.

Table 9. Partial Test Results (t-Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.244	.306		7.342
	Happiness at Work	.246	.070	.370	3.535
	Communication	.232	.059	.409	3.907

a. Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

Based on Table 9, the calculated t-value for each variable was compared with the t-table of 1.998. The partial test results are explained as follows.

- 1) Happiness at Work (X1) had a calculated t-value of 3.535, which is greater than the critical t-value of 1.998, with a significance value of $0.001 < 0.05$. Therefore, H_1 is accepted, indicating that Happiness at Work has a positive and significant effect on Organizational Commitment.
- 2) Communication (X2) had a calculated t-value of 3.907, which is greater than the critical t-value of 1.998, with a significance value of $0.000 < 0.05$. Therefore,

H₂ is accepted, indicating that Communication has a positive and significant effect on Organizational Commitment.

DISCUSSION

The Effect of Happiness at Work on Organizational Commitment

The results show that Happiness at Work has a positive and significant effect on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit. This is indicated by a regression coefficient of 0.246, a calculated t-value of 3.535 that exceeds the critical t-value of 1.998, and a significance value of 0.001 that is below 0.05. The positive regression coefficient indicates that an increase in Happiness at Work is followed by an increase in employees' Organizational Commitment. These results illustrate that employees who experience pleasant working conditions, have positive work experiences, and feel a high level of happiness while performing their work tend to have a stronger attachment to and willingness to remain part of the organization.

The finding that Happiness at Work positively influences Organizational Commitment is consistent with recent empirical evidence. Sari et al. (2026) found that happiness at work was a significant positive predictor of organizational commitment, indicating that employees who experience greater happiness in their work tend to develop stronger attachment to their organizations. A similar pattern was reported by İncekara and Şahin (2026), who found that positive affect and fulfillment at work were positively associated with affective, continuance, and normative commitment. These findings suggest that positive work experiences do not merely create temporary feelings of satisfaction but can strengthen employees' willingness to remain attached to and involved in their organization. Semedo et al. (2019) further showed that happiness at work contributes to employees' affective commitment by strengthening their emotional bond with the organization.

The Effect of Communication on Organizational Commitment

The results show that Communication has a positive and significant effect on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit. This is demonstrated by a regression coefficient of 0.232, a calculated t-value of 3.907 that exceeds the critical t-value of 1.998, and a significance value of 0.000 that is below 0.05. The positive regression coefficient indicates that the better the Communication within the organization, the higher the employees' Organizational Commitment. The positive effect of Communication on Organizational Commitment indicates that effective communication can strengthen employees' attachment to the organization. Clear information flow, adequate information, and opportunities for feedback allow employees to better understand organizational expectations and reduce uncertainty in carrying out their work.

This finding is consistent with Ma (2022), who found that communication strategies, particularly information flow and information feedback, significantly contributed to organizational commitment. Similar evidence was reported by Dalal et al. (2023), who demonstrated that satisfaction with organizational communication was associated with stronger organizational commitment. Toseef et al. (2022) further showed that innovative communication positively

influenced employee commitment, both directly and through mutual trust. These findings suggest that communication strengthens commitment not merely by transmitting information, but also by creating clarity, interaction, and trust between employees and the organization.

The Effect of Happiness at Work and Communication on Organizational Commitment

The results show that Happiness at Work and Communication simultaneously have a positive and significant effect on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit. This is indicated by a calculated F-value of 22.349 that exceeds the critical F-value of 3.14 and a significance value of 0.000 that is below 0.05. The correlation coefficient of 0.647 indicates that Happiness at Work and Communication have a strong relationship with Organizational Commitment. Furthermore, the coefficient of determination of 0.419 indicates that the two variables explain 41.9% of the variance in Organizational Commitment, while the remaining 58.1% is explained by other variables outside the research model. These results illustrate that employees' Organizational Commitment is influenced not only by the positive emotional conditions they experience at work but also by the quality of Communication within the organization.

This finding shows that Happiness at Work and Communication both contribute to Organizational Commitment, although they operate through different aspects of employees' work experience. Happiness at Work is more closely related to the positive experiences employees have while doing their jobs, whereas Communication concerns how information is delivered and how interactions take place among employees and between employees and their supervisors. Sari et al. (2026) found that Happiness at Work has a positive effect on Organizational Commitment, indicating that employees who have more positive work experiences tend to develop a stronger attachment to their organization. Meanwhile, Ma (2022) showed that information flow, information adequacy, and feedback are related to Organizational Commitment. This suggests that clear and open communication can help employees feel more involved and connected to the organization

CONCLUSIONS AND RECOMMENDATIONS

The results of this study confirm that Happiness at Work and Communication have positive and significant effects on the Organizational Commitment of employees at PT PLN Nusantara Power Kapuas Generation Unit, both partially and simultaneously. This means that employees who experience positive emotions, comfort, enthusiasm, and meaningfulness in their work tend to demonstrate stronger attachment, loyalty, and willingness to remain within the organization. Effective communication also plays an important role in strengthening employees' trust, involvement, and commitment to organizational goals. Among the two variables, Communication has a relatively stronger influence on Organizational Commitment. This finding indicates that the clarity of information, openness between leaders and employees, coordination among work units, and opportunities for employees to express their

opinions are essential in building a committed workforce. Overall, organizational commitment can be strengthened when employees experience a supportive work environment and effective communication practices simultaneously.

The management of PT PLN Nusantara Power Kapuas Generation Unit is encouraged to create and maintain a positive, safe, supportive, and pleasant work environment. This can be achieved by strengthening interpersonal relationships, recognizing employee contributions, providing fair treatment, and creating opportunities for employees to experience meaningful involvement in their work. Management should also pay attention to employee well-being and develop activities that can increase motivation, comfort, and a sense of belonging within the organization. In addition, management should prioritize the improvement of open, clear, accurate, consistent, and two-way communication. Leaders should communicate organizational policies, work targets, and changes in procedures transparently and promptly. Employees should also be provided with sufficient opportunities to express ideas, suggestions, and concerns. Strengthening cross-unit coordination and leader responsiveness is expected to reduce misunderstandings and improve cooperation.

FURTHER STUDY

Future researchers are recommended to examine other factors that may influence Organizational Commitment, such as leadership, job satisfaction, organizational culture, compensation, work motivation, and perceived organizational support. Future studies may also involve broader samples and different organizational contexts to obtain more comprehensive findings.

ACKNOWLEDGMENT

The authors express their gratitude to the management of PT PLN Nusantara Power Kapuas Generation Unit for granting permission and providing support throughout the study, and to all employees who were willing to participate as respondents and complete the questionnaire. The authors also extend their appreciation to the academic supervisor for guidance, feedback, and academic support, as well as to their families, colleagues, and all parties who provided assistance and support, enabling the study to be completed successfully.

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