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The Relationship between Happiness at Work and Performance in Hybrid Working Employees in the Era of Digital Transformation

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Abstract

This study examines the relationship between happiness at work and performance of hybrid employees in the era of digital transformation. Hybrid work systems, which combine working from home and the office, have become increasingly popular in the post-COVID-19 pandemic as they improve work-life balance. Happiness at work, which includes engagement, job satisfaction, and affective organizational commitment, is hypothesised to be related to performance. Using a quantitative approach with a correlational design, this study involved 220 hybrid employees in Jabodetabek. The measurement tools used were Happiness at Work Scale and Individual Work Performance Questionnaire. The results of Spearman analysis showed a significant positive relationship between happiness at work and performance ($r = 0.546$, $p < 0.001$). These results confirm that happiness at work contributes to improved performance. Organisations need to support employee well-being through work flexibility and effective technology to increase productivity.

Keywords: Happiness at work; Performance; Hybrid Working; Digital Transformation

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INTRODUCTION

The Coronavirus Disease 2019 (COVID-19) pandemic that occurred in early 2020 has brought drastic changes to various aspects of life, including the world of work in Indonesia. To reduce the rate of spread of the virus, the government implemented a social restriction policy that had an impact on adjusting the work system of employees in companies. As a result, both government and private office activities have implemented a hybrid work system (Budiyono et al., 2023).

Advances in digital technology, such as the Google Meet platform, Zoom, and others, have become crucial tools in facilitating virtual interactions between employees. Thus, allowing employees to continue to interact and be productive at work even though they are outside the office. This condition requires companies to be able to adapt quickly to changes and utilize technological advances in order to compete in the world of work. This process encourages digital transformation, which is defined as a process that aims to improve an entity by making changes through the application of information technology, computing, communication, and connectivity (Putri et al., 2021).

This digital transformation will result in new work environment conditions that are more innovative and complex to their operational performance (Legner et al., 2017). Employees also need to be equipped with adequate skills such as the ability to operate computers and other digital devices, to support their performance (Setiawan & Fitrianto, 2021).

Human resources are an important asset in an organization. Having productive human resources is the key for organizations to achieve optimal performance that can support the sustainability and development of the organization (Pri, 2017). Without the support of competent human resources, digital transformation will not run effectively (Wardhana et al., 2022). Thus, it is important for companies not only to focus on technology and innovation, but also to pay attention to the welfare of their employees.

Based on the results of personal communication with one of the interviewees who works for a company in Jakarta, AG said that the hybrid work system provides a different experience compared to the full work system in the office. AG feels more flexible in managing her time because she does not need to spend time traveling, which can reduce stress and provide more time for personal activities. However, AG also recognizes the disadvantage of this system, which is that sometimes coordination with the team becomes

slower, especially when there are technical problems or miscommunication. On the other hand, AG feels that the time flexibility provided by the hybrid system is enough to improve his performance. This condition helps AG feel happier because she can balance her work and personal life, which in turn increases her motivation and productivity in the office.

Over time, companies began to innovate by adopting a hybrid work system, which is a combination of working from the office (WFO) and working remotely (Babapour et al., 2021). This work system is increasingly popular after the pandemic because it has proven to be effective and has a positive impact (Beno & Hvorecky, 2021), and allows employees to be more flexible in managing their time and workplace (Suzana & Siagian, 2022). According to research conducted by McKinsey (2021) titled "The Future of Work After COVID-19," it is estimated that around 20%-25% of workers in developed countries are expected to do hybrid working more than three days a week post-pandemic. This not only improves work-life balance, but also contributes to increased productivity and job satisfaction, and reduced levels of work-related stress (McNall et al., 2009).

The changes from shifting to a remote working method include operational cost efficiency, reduced office rental costs, communication model transformation, and work culture adjustment. In addition, teleworking can also improve employees' quality of life by reducing travel time and congestion, and helping employees balance work and personal life. However, teleworking also has its drawbacks, such as an increased risk of errors and miscommunication because telecommunications technology cannot completely replace face-to-face interactions (Arifin et al., 2023). On the other hand, not all types of work are suitable for remote or hybrid implementation. Job types that prioritize IT skills, such as programmers and analysts, benefit more because they can be done from anywhere (Van Barneveld, in Mufarrihati et al., 2023).

Today, technology not only affects the way we work, but also plays an important role in shaping the level of employee happiness (O'Brien, 2016). Recently, the concept of happiness at work has become a popular topic along with the increasing awareness of the importance of happiness in building organizational success (Warr, 2007; Fisher, 2010; Demirciog'lu, 2014). Happiness at work is a positive feeling experienced by individuals who consciously give full attention to their work and work environment. This allows individuals to optimally improve their performance and potential (Wesarat et al., 2014). According to Fisher (2010), happiness at work is not only important for individuals, but also has a

significant impact on organizations. Employees who are happy at work tend to have positive feelings about life satisfaction and have a high commitment to the organization (Saenghiran, 2013). Research from Chia-Hao (2018) shows happiness at work has a significant influence on employee performance. There are four indicators of happiness, namely; life satisfaction, interpersonal relationships, self-affirmation, physical and mental health that can positively affect employee performance.

Performance is a behavior or action that supports the achievement of organizational goals (Koopmans et al., 2016) which can be seen from the quality and quantity of individual work results in carrying out the tasks that are their responsibility (Mangkunegara, 2015). In industrial-organizational psychology research, the concept of Individual Work Performance (IWP) introduced by Campbell (1990) emphasizes that performance is not only seen from the final results, but also from the behavior or actions of employees in carrying out their core job duties (Rotundo & Sackett, 2002). Task performance is identified as the main dimension of IWP, encompassing an individual's ability to complete core job tasks (Campbell, 1990).

Koopmans et al. (2016) then developed the concept of IWP into the Individual Work Performance Questionnaire (IWPQ), an instrument that measures individual performance comprehensively and can be applied in various work sectors. IWPQ focuses on behavioral indicators that reflect employee contributions to organizational goals without directly taking into account the effectiveness or final results of these behaviors. This approach provides a more comprehensive picture of individual performance, as it considers the context and dynamics of work behavior.

Koopmans et al. (2016) asserted that performance is more appropriately measured as behavior relevant to organizational goals rather than solely the effectiveness of results. External factors such as economic conditions, technological developments, and organizational policies often influence effectiveness without reflecting individual behaviors. Differences in cognitive and social skills and abilities also affect work effectiveness, so work behavior is the main focus of IWPQ in capturing employees' active contribution to organizational goals (Penney et al., 2011).

Previous research by Bangun et al. (2021) conducted at the Bandung Institute of Technology (ITB) linked happiness to lecturer performance. The study used the Oxford Happiness Questionnaire (OHQ) as a happiness measurement tool consisting of 126

respondents. The results showed that the relationship between attitudes towards digital technology and job performance was fully mediated by happiness. In addition, research conducted by Sarani (2023) examined the effect of happiness in the workplace on employee performance, involving 95 respondents who were employees at one of the manufacturing companies in Bogor. The results showed a significant positive correlation between happiness at work and employee performance. Happiness contributes 50.1% to performance improvement. Although this study provides valuable insights, its focus is still limited to one traditional work environment and does not examine the impact of changing work patterns that are increasingly dynamic.

Based on the limitations of previous research, we wanted to examine the relationship between happiness and performance in a hybrid work context that is more relevant to the challenges of today's workplace. This work pattern that combines work from home and physical offices has become a major trend, especially post-COVID-19 pandemic, and is expected to continue to grow along with the acceleration of digital transformation. Hybrid working presents new challenges and opportunities related to employee happiness, which may differ from previous work patterns. This research utilizes measures from Salas-Vallina et al. (2018), which comprehensively evaluates happiness in the workplace, to help organizations design effective strategies to improve employee well-being. In addition, researchers wanted to explore how technology, time flexibility, and changing work patterns affect employee happiness and performance in this digital age.

Is there a relationship between happiness at work and hybrid working employee performance in the digital transformation era?

METHODS

This research uses a quantitative method with a correlational approach that focuses on finding the relationship between two variables (Sugiyono, 2017). The variables analyzed in this study are happiness at work as an independent variable (iv) and performance as a dependent variable (DV). The criteria for participants in this study are: (a) employees who work and have experience working in companies that implement a hybrid working system; (b) are at productive age (18-55 years); (c) live in Jabodetabek; and (d) there are no restrictions on gender, religion, ethnicity or race. In this study, researchers used non-probability purposive sampling. With this technique, not all members of the population

have the same opportunity to be selected as a sample. Researchers purposively selected participants who met certain criteria, namely employees who work and have hybrid work experience, aged between 18-55 years, and live in Jabodetabek. This research instrument uses the Happiness at Work Scales measuring instrument developed by Salas-Vallina et al. (2018) and refers to the concept that Fisher (2010). Salas-Vallina et al. (2018) explained that this scale is a comprehensive and accurate measuring tool for exploring positive employee attitudes, both from a theoretical and practical perspective. This measuring instrument has three dimensions, namely engagement, job satisfaction, and affective organizational commitment. There are 31 items that have 17 items, 6 items, and 8 items respectively. The scale used in this study is a Likert scale. The performance measurement tool used in this study is the Individual Work Performance Questionnaire (IWPQ), which was developed by (Koopmans et al., 2016) and has been translated into Indonesian by Widyastuti and Hidayat (2018). It consists of 18 items, of which five are negative items. The IWPQ measures three dimensions of performance, namely Task Performance, Contextual Performance, and Counterproductive Work Behavior. Each item is measured using a Likert scale. Data processing was conducted using the IBM Statistical Product and Service Solutions (SPSS) software program version 29.0. Data analysis uses quantitative methods with correlational techniques to determine the relationship between the independent variable (happiness at work) and the dependent variable (performance). The data processing process begins with downloading the answers from the Google Form questionnaire in the form of an Excel file.

RESULTS

1. Assumption Test

Researchers conducted three assumption tests first, namely normality test, linearity test, and homogeneity test. First, the normality test was conducted to determine whether the distribution of research data was normally or abnormally distributed. The normality test was conducted using One Sample Kolmogorov-Smirnov. Data distribution is declared normally distributed if the p value or significance is greater than 0.05.

Based on the results of the normality test on both variables, the p value = 0.001 was obtained. In addition, the Kolmogorov-Smirnov statistical value is 0.175 for the happiness at work variable and 0.197 for the performance variable. So, it can be concluded

that the distribution of data on both variables is not normally distributed (p = 0.001 <0.05). The test results can be seen in table 1.

Table 1. Normality Test Results for Happiness at work and Performance Variables

Variables	Kolmogrov-Smirnov Test	*p*	Description
Happiness at work	0.175	0.001	Not normally distributed
Performance	0.197	0.001	

Furthermore, researchers conducted a linearity test to determine the form of relationship between the independent variable (happiness at work) and the dependent variable (performance). Data results can be said to be linear if they have a significance value (p) <0.05. Based on the results of the linearity test of the two variables, the significance value (p) in the deviation from linearity is 0.76, which indicates that the happiness at work and performance variables have linear conditions. The test results can be seen in table 2.

Table 2. Linearity Test Results of Happiness at work and Performance Variables

Variables	*p*	Description
Happiness at work and Performance	0.76	Linear

Then, the researcher conducted a homogeneity test to determine whether the data set under study had the same characteristics or not. The test was conducted using the Marginal Homogeneity Test and showed that there was a significant difference between the happiness at work and performance variables, with a p value of <0.001. This value is smaller than 0.05, meaning that the data groups come from populations with different variances. Thus, it can be concluded that the two variables are not homogeneous in their distribution in this sample. The test results can be seen in table 3.

Table 3. Results of Homogeneity Test for Happiness at Work and Performance Variables

Variables	*p*	Description
Happiness at work and Performance	0.001	Not Homogeneous

2. Hypothesis Analysis

In hypothesis testing, researchers use the Spearman Correlation method, because the results of normality testing show that the data is not normally distributed. This test aims to determine the relationship between the two variables.

The results of the correlation test between the happiness at work and performance variables show a significance value (p) <0.001. This indicates a significant positive relationship between happiness at work and performance in hybrid employees. Also, the correlation coefficient (r) value of 0.546 indicates that the relationship between happiness at work and performance has moderate strength, neither too weak nor too strong.
Thus, it can be concluded that the higher the level of happiness at work of employees, the higher their performance. The test results can be seen in table 4.

Tabel 4. Correlation Test Results of Happiness at work and Performance Variables

Variables	**r**	***p***	Description
Happiness at work and Performance	0.546	0.001	Positive Medium Significant

The results of the Spearman Correlation correlation test on the Task Performance dimension with the Happiness at work variable for 220 research participants, show that there is a significant positive correlation. The test results can be seen in table 5.

Tabel 5. Correlation Test Results of Task Perfomance Dimensions with Happiness at Work

Variables	**r**	***p***	**Description**
Dimensi *Task Perfomance* dengan *Happiness at work*	0.437	0.001	Positive Significann

The results of the Spearman Correlation correlation test on the Contextual Performance dimension with the Happiness at Work variable for 220 research participants, show that there is a significant positive correlation. The test results can be seen in table 6.

Table 6. Correlation Test Results of Contextual Performance Dimensions with Happiness at Work

	r	***p***	**Keterangan**
Contextual Performance dimension with Happiness at Work	0.500	0.001	Positive Significant

The results of the Spearman Correlation correlation test on the Counterproductive Work Behavior dimension with the Happiness at Work variable for 220 research participants, show that there is a significant positive correlation. The test results can be seen in table 7.

Table 7. Correlation Test Results of Counterproductive Work Behavior Dimensions with Happiness at Work

	r	*p*	Keterangan
Dimensions of Counterproductive Work Behavior with Happiness at Work	0.286	0.001	Positive Significant

3. Additional Data Analysis

a. Differential Test of Happiness at work and Performance Variables by Gender

The t-test was conducted to determine the significance of the difference between the two variables. Because the data was not normally distributed, researchers used the Mann-Whitney U test to test the difference between the two variables in terms of gender.

Based on the test results, the significance value (p) is 0.997 for the happiness at work variable and 0.540 for the performance variable. The p value which is greater than 0.05 (p> 00.5) in both variables indicates that there is no significant difference between genders on the happiness at work and performance variables. That is, gender does not fulfill the difference in scores on these two variables. The test results can be seen in table 8.

Table 8. Differential Test Results of Happiness at Work and Performance Variables in View of Gender

Variables	Gender	N	*Mean*	*p*	Description
Happiness at Work	Male	95	110.52	0.997	No Difference
	Female	125	110.48		
Performance	Male	95	113.51	0.540	
	Female	125	108.21		

b. Differential Test of Happiness at work and Performance Variables in Terms of Division

Researchers conducted the Kruskal Wallis test to determine whether or not there was a difference between the two variables in terms of division categories. The Kruskal Wallis test was chosen because divisions have more than two categories being compared.

Based on the test results, a significance value (p) of 0.01 was obtained for the happiness at work variable and 0.03 for the performance variable. The division with the

highest mean value on the happiness at work variable is found in the Legal Division division, namely 144.29. Meanwhile, the highest value for the performance variable is found in the Medical division with a mean of 165.00. The p value that is smaller than 0.05 in both variables shows that there is a significant difference between division categories on the happiness at work and performance variables. This means that the division category fulfills the difference in scores on these two variables. The test results can be seen in table 9.

Table 9. Differential Test Results of Happiness at work and Performance Variables Viewed from Division

Variables	Division	N	*Mean*	*p*	Description
Happiness at work	Business Development	9	66.06	0.01	There is a Difference
	Creative Industry	45	127.14		
	Finance Department	7	83.64		
	Human Resource Department	41	73.55		
	Legal Division	12	144.29		
	Medical	2	73.75		
	Public Relation	19	102.68		
	Sales & Marketing	9	61.61		
	Information Technology (IT)	76	131.69		
Performance	Business Development	9	146.56	0.03	There is a Difference
	Creative Industry	45	131.52		
	Finance Department	7	90.64		
	Human Resource Department	41	91.00		
	Legal Division	12	142.88		
	Medical	2	165.00		
	Public Relation	19	99.21		
	Sales & Marketing	9	59.94		
	Information Technology (IT)	76	108.39		

DISCUSSION

The results of this study indicate that there is a significant positive relationship between happiness at work and performance in employees who work hybridly with a significance value ($p < 0.001$). This means that the higher the level of happiness at work of employees, the higher their performance. This finding is supported by Bataineh's research (2019), which states that happiness at work has a positive relationship with employee performance. Based on the interpretation of the correlation coefficient by Sugiyono (2017), the correlation is declared moderate if the correlation coefficient value (r) is in the range of

0.40-0.599. In this study, the value of r = 0.546 is included in that range. A moderate but positive correlation indicates that although there is a significant relationship between the two variables, the effect is not too strong. Positive means that when employees feel happier in their work (happiness at work increases), employee performance also tends to increase. However, as stated by Koopmans et al. (2016), there are other factors that affect performance, such as individual factors, work environment, and other external factors. In addition, Mangkunegara (2017) also added that employee performance is influenced by two main factors, namely ability and motivation. Thus, although happiness at work can affect performance, its influence cannot be seen as the only factor, because there are other elements that play a role in improving performance in employees.

This research is also in line with research conducted by Sarani (2023), involving 95 employee respondents at a manufacturing company in Bogor. It was found that there was a significant positive correlation between happiness at work and performance, where happiness at work contributed 50.1% to improving employee performance. However, there are some differences between this research and previous research. Sarani's research (2023), still focuses on the traditional work environment in one company only and does not examine the impact of increasingly dynamic work patterns. In contrast, this study examines the relationship between happiness at work and performance in employees working in hybrid working conditions, which reflect changes in modern work patterns. In addition, this study involves a wider sample, namely hybrid employees in the Jabodetabek area, so that the results of this study are more representative in the context of hybrid work applied in various companies.

In the description of the happiness at work variable, the dimension with the highest mean is job satisfaction (M = 4.900), which indicates that job satisfaction is a major component in happiness at work. Employees who are satisfied with their jobs tend to have positive feelings about their lives and have a higher commitment to the organization (Saenghiran, 2013). According to Luthans (2006), job satisfaction is a positive response that is reflected in the attitudes and behavior of employees at work, because employees are satisfied with their jobs that are considered important.

This is in line with Herzberg's motivation theory, which states that job satisfaction is not only influenced by salary, but also by intrinsic rewards, such as praise and recognition from superiors or coworkers (Andriani et al., 2017). The results of this study support

Robbins' (2003) statement, which states that job satisfaction is closely related to happiness and is a major component of happiness at work. Luthans (2006) also explains several dimensions of job satisfaction, such as relationships with coworkers, quality of supervision, promotion opportunities, salary, and the job itself, all of which contribute to job satisfaction and ultimately increase happiness at work. Bataineh (2019) added that one indicator of good mental health is employee engagement at work. An employee who feels comfortable and does not deal with too many problems at work or at home, tends to be more satisfied with his or her job, which can significantly affect employee well-being in the organization.

In the description of performance variables, the dimension with the highest average is task performance, which is identified as the main dimension of individual performance and includes an individual's ability to complete the main tasks of his/her job (Campbell, 1990). This suggests that hybrid employees have high performance in completing core tasks, which may be due to flexibility in organizing time and workspace. As indicated by Koopmans et al. (2016), task performance is a key dimension in Individual Work Performance (IWP), which involves an employee's ability to complete core tasks effectively. In this study, task performance was identified as the most dominant dimension, in line with Campbell's (1990) findings that happy employees tend to show higher levels of task performance, thanks to the support of a positive work atmosphere and optimal engagement.

Researchers also conducted a t-test to compare demographic data with the two variables. Based on testing gender on both variables, the p value is greater than 0.05 ($p > 0.05$), namely $p = 0.997$ for the happiness at work variable and $p = 0.504$ for the performance variable, which indicates that there is no significant difference between gender on both variables. Other studies have also found that there is no relationship between gender and happiness. For example, research by Sharif et al. (2012, in Aziz et al., 2014) showed that happiness among academics is more significantly affected by health conditions, but not by gender. Schall (2019) also asserts that working from home (WFH) can motivate employees, both men and women.

Meanwhile, the results of the difference test between the two variables based on division showed a significant difference. The IT division is the largest sample in this study ($n = 76$), and this finding is consistent with the opinion of Darpin et al. (2023), that the

application of hybrid work models is strongly influenced by the type of work and position. Jobs that emphasize information technology skills, such as programmers and analysts, are more suitable for hybrid work models because they can be done from anywhere (Van Barneveld, in Mufarrihati et al., 2023).

A limitation of this study is the consideration of using a shorter happiness at work measurement tool, so that the measurement results can be more accurate. In addition, this study only focused on employees with hybrid work systems and did not conduct comparative analysis between other work methods, such as remote and full office, which could provide a more comprehensive picture of the differences in the influence of work systems on employee happiness and performance.

CONCLUSION

Based on the results of the correlation test analysis, it was found that there is a significant positive relationship between happiness at work and performance in hybrid employees. Thus, it shows that the higher the level of happiness at work, the higher the performance of employees in carrying out their duties. This means that when employees feel happier at work, through emotional engagement, job satisfaction, and commitment to the organization, employees tend to be more productive, have better work quality, and are able to meet the targets set. Employees with high levels of happiness at work tend to show characteristics such as high productivity, consistent work motivation, positive interpersonal relationships with coworkers and superiors, the ability to contribute with innovative ideas, and strong loyalty to the company. Thus, the results of this study confirm the importance of organizations to create a work environment that supports employee happiness in order to optimally improve performance.

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