

Innovation Behavior and Organizational Commitment Mediate the Effect of Job Happiness on Employee Performance at The Faculty of Medicine University of Mataram

Munawir Ali Subaidi; Siti Nurmayanti; I Nyoman Nugraha Ardana Putra;
Raden Roro Dhiya Auliana Soesetio

(Faculty of Economics and Business, University of Mataram, Indonesia)

ABSTRACT: The achievement of employee performance is indeed influenced by many variables, both within and outside the employee himself. Employee performance can be affected by factors within an employee, such as happiness, innovative behavior, and organizational commitment. This study aimed to determine the effect of creative behavior and organizational commitment mediating the impact of work happiness on employee performance at the Faculty of Medicine, University of Mataram. This study uses associative research methods. The sample in this study amounted to 64 employees. The instrument used in the study was a questionnaire. The data were analyzed using the Smart-PLS method. Based on the study's results, it can be concluded that work happiness has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram. Work happiness has a positive and significant impact on innovative behavior at the Faculty of Medicine, University of Mataram. Work happiness has a positive and significant impact on organizational commitment at the Faculty of Medicine, University of Mataram. Innovative behavior has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram. Organizational commitment has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram. Innovative behavior mediates the impact of work happiness on employee performance at the Faculty of Medicine, University of Mataram. Organizational commitment mediates the effects of work happiness on employee performance at the Faculty of Medicine, University of Mataram.

KEYWORDS : *Innovative Behavior, Organizational Commitment, Happiness, and Employee Performance.*

I. INTRODUCTION

The achievement of employee performance is indeed influenced by many variables, both within and outside the employee (de Waal, 2018). Organizations can improve employee performance by building employee happiness (Gupta, 2020; Mukmin, 2023), innovative behavior, and organizational commitment (Afsar et al., 2020). In addition, employee performance can be influenced by factors that exist within an employee, such as motivation within himself, his attitudes and behaviors, one of which is happiness (Frederiksen and Knudsen, 2017), as well as positive feelings or emotions within the employee himself (de Waal, 2018; and Al-Hawari et al. (2019), which is called happiness at work.

Awalludin (2020) defines happiness as everything that brings pleasure into life. Anggraini (2018) explains happiness as a good and satisfying feeling towards life. According to Edgar et al. (2018), employee happiness or positive emotions at work can improve performance. The positive emotions that an employee has encouraged the employee to do work without pressure, which can increase his productivity and performance (Hewett et al., 2018).

This is supported by research by Anchor (2010, 2012), Boehm and Lyubomirsky (2008), Fisher (2010), Jones (2010), and Spreitzer and Porath (2012), which state that happiness has a positive contribution to employee performance. Research by Ribeiro et al. (2018) and Magnier-Watanabe et al. (2020) shows almost the same results, namely, increasing work happiness can improve employee performance. Happiness also has a positive effect both at the individual level and in the organizational environment, including satisfied and happy employees doing better and more successful at work (Boehm and Lyubomirsky, 2008; Fisher, 2010), earning more (Diener et al. in Boehm and Lyubomirsky, 2008). Organizations whose employees work passionately have been shown to significantly increase organizational performance (Spreitzer and Porath, 2012). However, the

opposite result was revealed by a study conducted by Brief and Weiss (2002), which found that work happiness could not be a determining factor in employee performance.

Due to the research gap on the effect of job happiness on employee performance, it can be complemented with mediating variables, namely innovative behavior and organizational commitment. Innovative behavior is a series of work activities that workers gradually carry out to develop and improve effective work behavior (De Jong and Hertog, 2010). Innovative behavior is individual behavior that aims to reach the introduction stage or seeks to introduce ideas and the application of ideas in work. Innovative behavior usually arises if someone has a sense of happiness (Kawiana et al., 2020; Adi et al., 2021). This sense of happiness at work can bring up various new ideas and ways to show results in innovative behavior (Sudiani et al., 2020). Innovation behavior provides creative ideas in the work environment. According to Bani-Melhem et al. (2020) state that employees' innovative behavior is shown by the behavior of always being creative at work, always conveying creative ideas, looking for new techniques at work, having a plan to develop new ideas, trying to innovate in the use of resources, and developing creativity in teamwork.

The following mediating variable is organizational commitment. Organizational commitment is a condition where employees have loyalty to their organization (Kumasey et al., 2017). According to Singh and Rangnekar (2016), organizational commitment is loyalty to the organization where the employee works. Hendri (2019) also states that organizational commitment is shown by feeling part of the organization and wanting to remain in the organization, and there is no desire to leave the organization.

Employee commitment to the organization is a behavioral indicator that can be used to measure and evaluate the strength of employees in surviving and carrying out their duties and obligations to the organization. Commitment is a value orientation towards the organization that shows individuals think about and prioritize their work and organization. Individuals will try to give all their effort to help the organization achieve its goals. (Mathis and Jackson, 2011), as well as what is revealed by Nasution (2017), employees who have a strong commitment will stay with the organization.

Employees with innovative behavior and employee commitment will be very critical. They will always try anything to bring up something new in the surrounding environment to be more helpful and have added value so that an innovative behavior will try to solve problems using more effective and efficient ways. The results of Yasa et al. (2021) show a significant influence between work happiness and innovative behavior. In addition, other researchers show the same results, namely Bani-Melhem et al. (2020), who also stated that higher job happiness can increase employee innovative behavior. The results of Erica's research (2009) show a positive and significant relationship between work happiness and creative behavior. However, it is inversely proportional to the results of Anchor's research (2010) that there is no meaningful relationship between job happiness and innovative behavior. Likewise, on the mediating variable of creative behavior, according to Schuh et al. (2018), Wang and Shu-Pei (2018) state that innovative behavior can mediate the relationship between happiness and employee performance. This is also in line with the results of Bakker and Bal (2010) research, who found that innovative behavior can mediate the relationship between happiness and employee performance. The research results by Alessandri et al. (2014) also said that innovative behavior can mediate the relationship between happiness and employee performance. However, the results differ from the research of Sujarwo and Wahjono (2017), who argue that innovative behavior has yet to mediate the relationship between happiness and employee performance. Likewise, the results of Sedyowidodo's research (2013) show that innovative behavior has yet to negotiate the relationship between happiness and employee performance.

The research results by Yasa et al. (2021) show a significant influence between work happiness and organizational commitment. Dibaeian's study (2007) results show a significant relationship between work happiness and organizational commitment. However, it is inversely proportional to the results of research by Rego et al. (2011) that there is no significant relationship between job happiness and organizational commitment. Zamani's study (2006) shows no meaningful relationship between job happiness and organizational commitment.

Likewise, in the mediating variable of organizational commitment, the results of research by Kumasey et al. (2017) show that organizational commitment can mediate the relationship between happiness and employee performance. According to Singh and Rangnekar (2016), organizational commitment can mediate the relationship between happiness and employee performance. Hendri (2019) also states that organizational commitment can mediate the relationship between happiness and employee performance because organizational commitment is shown by feeling part of the organization and wanting to stay in the organization. There is no desire to leave the organization. Singh's research (2018) shows that organizational commitment can mediate the relationship between happiness and employee performance. Luthans (2006) shows that organizational commitment can mediate the relationship between happiness and employee performance. Melizawati (2015), in her research, concluded that organizational commitment can mediate the relationship between happiness and employee performance. The results of research by Mandri et al. (2018), Sanjaya et al. (2017), and Saryano and

Amboningtyas (2017) state that organizational commitment can mediate the relationship between happiness and employee performance.

Organizational commitment arises because of a sense of happiness at work, from the work environment or relationships at work. In organizations that commit, the direction of organizational achievement will become more apparent so that employees are more active at work (Za et al., 2020). This was revealed in the research results by Al-Hawari et al. (2019). The variable of organizational commitment as a mediator also arises because if employees have a sense of happiness at work, their sense of belonging to the company or commitment to the organization also increases (Ribeiro et al., 2018). However, the results differ from Gultom's research (2014), which states that organizational commitment has yet to be able to mediate the relationship between happiness and employee performance. Nongkeng (2012) says that organizational commitment has yet to be able to negotiate the relationship between happiness and employee performance.

II. LITERATURE REVIEW

Work Happiness on Employee Performance

Work happiness is a positive emotion possessed by an employee in the workplace. Work happiness can make organizations more attractive (de Waal, 2018). Work happiness, reflected in an employee's comfort, can improve his performance Astrama et al. (2019). The increasing work happiness of an employee in his workplace can increase his performance (Schwartzstein et al., 2019; Al-Hawari et al., 2019). This is supported by research by Anchor (2010, 2012), Boehm and Lyubomirsky (2008), Fisher (2010), Jones (2010), and Spreitzer and Porath (2012), which state that happiness has a positive contribution to employee performance.

H1: Work happiness positively and significantly affects employee performance at Mataram University Faculty of Medicine.

Work Happiness on Innovative Behavior

Work happiness is a factor that determines innovative behavior. The happier employees are, the more they can increase their creative behavior (Al-Hawari et al., 2019). (2019). The research results by Yasa et al. (2021) show a significant influence between work happiness and innovative behavior. In addition, other researchers show the same results, namely Bani-Melhem et al. (2020), who also stated that higher job happiness can increase employee innovative behavior. Erica's research (2009) shows a positive and significant relationship between work happiness and innovative behavior. However, it is inversely proportional to Anchor's research (2010) results that there is no meaningful relationship between work happiness and innovative behavior.

H2: Work happiness positively and significantly affects innovative behavior at the Faculty of Medicine, University of Mataram.

Work Happiness on Organizational Commitment

Work happiness is a feeling of comfort employees feel (Schumacher et al., 2016). Feeling comfortable at work can increase employee commitment to the company (Ribeiro et al., 2018). The research results by Yasa et al. (2021) show a significant influence between work happiness and organizational commitment. Dibaeian's study (2007) results show a meaningful relationship between job happiness and organizational commitment. However, it is inversely proportional to the results of research by Rego et al. (2011) that there is no significant relationship between job happiness and organizational commitment. Zamani's study (2006) shows no meaningful relationship between job happiness and organizational commitment.

H3: Job happiness significantly positively affects organizational commitment at the Faculty of Medicine, Mataram University.

Innovative Behavior on Employee Performance

Innovative behavior by employees impacts the improvement of their performance and that of the company (Slatten, 2011). Therefore, an employee with innovative behavior will be very critical and will always try anything to bring up something new in the surrounding environment to be more helpful and have added value so that an innovative behavior will try to solve problems using more effective and efficient ways. Organizations should more often involve employees in various activities, provide opportunities for employees to provide a forum for their opinions or participate in decision-making, and develop their work performance so that employees who are involved will be more committed to their work and improve their performance. The statement shows that a high level of employee performance is also determined by employee involvement and innovative behavior (Mone and London, 2010). This is supported by the statement that innovative behavior is creative behavior carried out by employees that impacts the improvement of their performance and that of the company (Slatten, 2011).

H4: Innovative behavior has a positive and significant effect on employee performance at the Faculty of Medicine, Mataram University.

Organizational Commitment to Employee Performance

Organizational commitment is a condition where employees are loyal to their organization (Kumasey et al., 2017). According to Singh and Rangnekar (2016), organizational commitment is loyalty to the organization where the employee works. Furthermore, Hendri (2019) also states that organizational commitment is shown by feeling part of the organization, wanting to remain in the organization and not wanting to leave the organization. In addition, other researchers, such as Singh (2018), who state that organizational commitment means the employee is always loyal to the organization. The results of research by Mandri et al. (2018); Sanjaya et al. (2017); Saryano and Amboningtyas (2017) state that organizational commitment has a positive and significant effect on employee performance.

H5: Organizational commitment has a positive and significant effect on employee performance at the Faculty of Medicine, Mataram University.

Innovative Behavior Mediates the Effect of Work Happiness on Employee Performance

Innovative employee behavior is characterized by new ideas in carrying out their activities (Gupta and Singh, 2015). This is also in line with the results of Bakker and Bal (2010) research that innovative behavior can mediate the relationship between happiness and employee performance. The research results by Alessandri et al. (2014) also said that innovative behavior can mediate the relationship between happiness and employee performance. However, the results differ from the research of Sujarwo and Wahjono (2017), who argue that innovative behavior has yet to mediate the relationship between happiness and employee performance. Likewise, the results of Sedyowidodo's research (2013) show that innovative behavior has yet to mediate the relationship between happiness and employee performance.

H6: Innovative behavior mediates the effect of work happiness on employee performance at the Faculty of Medicine, Mataram University.

Commitment Organizational Commitment Mediates the Effect of Work Happiness on Employee Performance

Organizational commitment is a mediating variable in the effect of job happiness on employee performance ((Jain and Sullivan, 2019). This is because employees who feel positive emotions and always feel comfortable in the work environment are more committed to their organization. This organizational commitment ultimately has an impact on increasing employee productivity and overall performance. The results of research by Kumasey et al. (2017) show that organizational commitment can mediate the relationship between happiness and employee performance. Luthans (2006) shows that organizational commitment can mediate the relationship between happiness and employee performance. Melizawati (2015), in her research, concluded that organizational commitment can mediate the relationship between happiness and employee performance. The results of research by Mandri, et al (2018); Sunjaya, et al, (2017); Saryano and Amboningtyas (2017), state that organizational commitment is able to mediate the relationship between happiness and employee performance.

H7: Organizational commitment mediates the effect of job happiness on employee performance at the Faculty of Medicine, Mataram University.

III. METHOD

The type of research used is associative quantitative research, which operates at least two connected variables (Husein, 2015). The population in this study were employees at the Faculty of Medicine, University of Mataram, totaling 64 people. According to Husein (2015), sampling for research should be taken all if the subject is less than 100 people; if the subject is prominent or more than 100 people, it can be taken 10-15% or 20-25% or more. Because the population is less than 100, the number of samples taken is 64 people. The total sampling technique is based on the entire population (Ferdinand, 2014). The data collection method used is the census method. The tools used to collect data are as follows: questionnaires and documentation. The data analysis method used in this research is quantitative analysis. The data in this study were analyzed using path analysis techniques.

IV. RESULTS

A reliability test is carried out with Smart-PLS to determine whether the indicators of all research variables used are good constructs in forming latent variables. Test the reliability of latent variables as measured by composite reliability and Cronbach's alpha from a collection of indicators of each latent variable. The set of latent variable indicators is declared reliable if the Cronbach's Alpha value is > 0.6 and the Composite Reliability value is > 0.7 . Based on the construct reliability test for each variable with a total of 64 respondents according to the specified

criteria, the results are as follows.

Table 1. Composite Reliability Test Results

Variables	Data	Composite Reliability	Cronbachs Alpha
Work Happiness	12	0,989	0,988
Employee Performance	15	0,982	0,980
Organizational Commitment	9	0,980	0,977
Innovative Behavior	9	0,975	0,970

Based on the data in the Table shows that all variables, namely innovative behavior, organizational commitment, work happiness, and employee performance, have met the requirements of Composite Reliability because the value is above the recommended figure > 0.70, which means that all variables have met the reliability criteria.

From the Reliability test results with the Cronbach's Alpha (α) method ≥ 0.60 , it was found that all statement items were declared reliable with the highest value of 0.988. According to Sekaran (2003) if the Cronbach's Alpha value is between 0.80-1.00, the reliability is declared good, while if the Cronbach's Alpha value is ≤ 0.60 , the variable is categorized as poor reliability, so based on the table above, the Cronbach's Alpha value shows results that are in the range 0.80-1.00 and it can be concluded that all indicator items are declared reliable or trustworthy with the highest value of 0.988 and the lowest of 0.970.

Figure 1. PLS Model

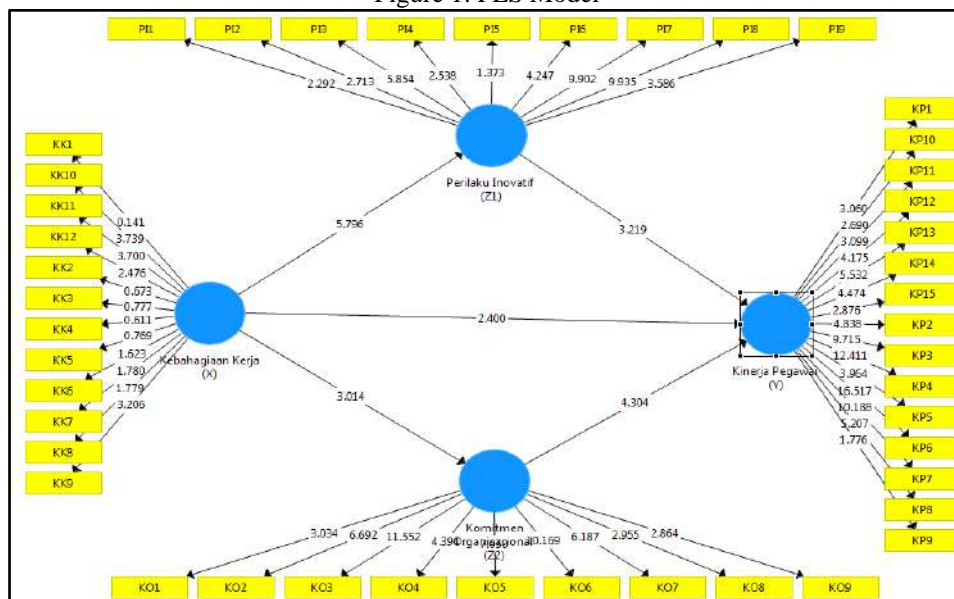


Table 2. Hypothesis Test Results

Relations	T-statistic	P value	
Work Happiness on Employee Performance	2,400	0.017	Significant
Work Happiness on Innovative Behavior	5,796	0.000	Significant
Work Happiness on Organizational Commitment	3,014	0,003	Significant
Innovative Behavior t on Employee Performance	3,219	0,001	Significant
Organizational Commitment on Employee Performance	4,304	0,000	Significant

Hypothesis 1 states that work happiness has a positive and significant effect on employee performance at the Faculty of Medicine, Mataram University.

Hypothesis 2 states that job happiness has a positive and significant effect on innovative behavior at the Faculty of Medicine, University of Mataram.

Hypothesis 3 states that job happiness has a positive and significant effect on organizational commitment at the Faculty of Medicine, University of Mataram.

Hypothesis 4 states that innovative behavior has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram.

Hypothesis 5 states that organizational commitment has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram.

Mediation hypothesis testing is also carried out using SmartPLS by looking at the Specific Indirect Effects section with the aim of testing the strength of the indirect effect of X to Y through Z (Handoko, 2021). In this research variable X is denoted by SE and FH, Y is denoted by MBK, and Z is denoted by DI. The mediating variable can be said to have a positive influence if the Original Sampe value produces a positive value, has a significant influence if the T statistics value has a value > 1.667 or can also be seen from the P Values value <0.05.

Table 3. Mediation Test Results

Relations	T-statistic	P value	
Innovative behavior mediates the effect of work happiness on employee performance at the Faculty of Medicine, University of Mataram	2,670	0,009	Significant
Organizational commitment mediates the effect of job happiness on employee performance at the Faculty of Medicine, University of Mataram	2,621	0,008	Significant

Hypothesis 6 states that innovative behavior mediates the effect of work happiness on employee performance at the Faculty of Medicine, Mataram University.

Hypothesis 7 states that organizational commitment mediates the effect of work happiness on employee performance at the Faculty of Medicine, Mataram University.

V. DISCUSSION

Hypothesis 1 states that work happiness has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram, is accepted. This means that the higher the happiness, the higher the employee performance at the Faculty of Medicine, University of Mataram. This is because most respondents feel happy working with colleagues at faculty of medicine Unram, like the daily routine with colleagues at faculty of medicine Unram and try to work as well as possible with colleagues at faculty of medicine Unram. Work happiness is a positive emotion possessed by an employee in the workplace. Work happiness can make organizations more attractive (de Waal, 2018). Work happiness, which is reflected by an employee's feeling of comfort, can improve his performance Astrama et al. (2019). The increasing work happiness of an employee in his workplace can increase his performance (Schwartzstein et al., 2019; and Al-Hawari et al., 2019). This is supported by research by Anchor (2010, 2012), Boehm and Lyubomirsky (2008), Fisher (2010), Jones (2010), and Spreitzer and Porath (2012) which state that happiness has a positive contribution to employee performance.

Hypothesis 2 states that work happiness has a positive and significant effect on innovative behavior at the Faculty of Medicine, University of Mataram, is accepted. This means that the higher the happiness, the higher the innovative behavior at the Faculty of Medicine, University of Mataram. This is because most respondents are directly involved in every job given by the leadership at faculty of medicine Unram, feel optimistic about completing work on time at faculty of medicine Unram, feel happy to be involved in working at faculty of medicine Unram, and are always optimistic about work at faculty of medicine Unram. Work happiness is a factor that determines innovative behavior. The happier an employee is, the more able he is to increase his innovative behavior (Al-Hawari et al., 2019). (2019). In addition, there are other researchers who show the same results, namely Bani-Melhem et al. (2020), also stated that higher work happiness can increase employee

innovative behavior. Work happiness is a factor that determines innovative behavior. The happier an employee is, the more able he is to increase his innovative behavior (Al-Hawari et al., 2019). (2019).

Hypothesis 3 states that work happiness has a positive and significant effect on organizational commitment at the Faculty of Medicine, University of Mataram, is accepted. This means that the higher the happiness, the higher the organizational commitment to the Faculty of Medicine, University of Mataram. This is because most respondents have a strong belief in following all the values of the faculty of medicine Unram organization, strive to realize organizational goals as a top priority, are always directly involved in organizational activities at faculty of medicine Unram, are loyal to the faculty of medicine Unram organization, feel they have an obligation that must be given to the faculty of medicine Work happiness is a feeling of comfort employees feel in the workplace (Schumacher et al., 2016). Feeling comfortable at work can increase employee commitment to the company (Ribeiro et al., 2018). The results of research by Yasa et al (2021), there is a significant influence between work happiness and organizational commitment. The results of Dibaeian's research (2007), that there is a significant relationship between job happiness and organizational commitment.

Hypothesis 4 states that innovative behavior has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram, is accepted. This means that the higher the innovative behavior, the higher the employee performance at the Faculty of Medicine, University of Mataram. This is because most respondents work according to the targets set by the organization, complete work according to the quality standards set by the organization, do work skillfully and thoroughly according to the organization's quantity, and are able to complete tasks according to organizational standards. This is supported by the statement that Innovative behavior is a creative behavior carried out by employees that has an impact on improving their performance and the company (Slatten, 2011). The same thing is also shown by the results of research conducted by Schuh et al. (2018); Wang and Shu-pei (2018), which states that innovative behavior can increase employee performance achievements.

Hypothesis 5 states that organizational commitment has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram, is accepted. This means that the higher the organizational commitment, the higher the employee performance at the Faculty of Medicine, University of Mataram. This is because most respondents can work according to the time given, are able to work effectively, are able to work by minimizing errors, have a high sense of enthusiasm in carrying out work, are loyal at work, and always try new things at work. Organizational commitment is one of the factors that can improve employee performance. Employee organizational commitment is one of the attitudes that usually leads to high performance. According to Jafri and Lhamo (2013) in Zefeiti and Azmi (2017) who state that employees who are committed to their organization tend to perform better than less committed employees as they work more efforts on behalf of the organization towards its success and strive to achieve goals. Previous studies examined the direct relationship between organizational commitment and employee performance (Syukri and Heryanto, 2019; Nasab and Leila et al, 2019; Ghiyats and Aulia, 2020; Kawiana et al, 2018; Edward and Purba, 2020; and Herman et al, 2020) and revealed that commitment has a significant and positive relationship to organizational commitment.

Hypothesis 6 states that innovative behavior mediates the effect of work happiness on employee performance at the Faculty of Medicine, University of Mataram, is accepted. This means that innovative behavior can mediate the effect of work happiness on employee performance. The mediating role played by the innovative behavior variable is full mediation because before there is an innovative behavior variable, work happiness on employee performance has no effect. After there is an innovative behavior variable, the effect of work happiness on employee performance through innovative behavior becomes influential. Freedom in work completion patterns in a private company work environment makes employees happier at work so that performance achievement is achieved.

Innovative behavior of employees is characterized by new ideas in carrying out their activities (Gupta and Singh, 2015). This is also in line with the results of research from Bakker and Bal (2010) that innovative behavior is able to mediate the relationship between happiness and employee performance.

Hypothesis 7 states that organizational commitment mediates the effect of work happiness on employee performance at the Faculty of Medicine, University of Mataram, is accepted. This means that organizational commitment can mediate the effect of work happiness on employee performance.

Organizational commitment is a mediating variable in the effect of job happiness on employee performance ((Jain and Sullivan, 2019). This is because employees who feel positive emotions, always feel comfortable in the work environment are more committed to their organization. With this organizational commitment, it

ultimately has an impact on increasing employee productivity and overall performance. The results of research by Kumasey et al (2017), organizational commitment can mediate the relationship between happiness and employee performance. According to Singh and Rangnekar (2016), organizational commitment can mediate the relationship between happiness and employee performance. Melizawati (2015) in her research concluded that organizational commitment can mediate the relationship between happiness and employee performance. The results of research by Mandri et al. (2018); Sanjaya et al. (2017); Saryano and Amboningtyas (2017) state that organizational commitment can mediate the relationship between happiness and employee performance.

VI. CONCLUSION

The following are research conclusions based on the results of the analysis and discussion in the previous chapter: (1) Work happiness has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram. This means that the higher the happiness, the higher the performance of employees at the Faculty of Medicine, University of Mataram. (2) Work happiness has a positive and significant effect on innovative behavior at the Faculty of Medicine, University of Mataram. This means that the higher the happiness, the higher the innovative behavior at the Faculty of Medicine, University of Mataram will also be. (3) Work happiness has a positive and significant effect on organizational commitment at the Faculty of Medicine, University of Mataram. This means that the higher the happiness, the higher the organizational commitment at the Faculty of Medicine, University of Mataram. (4) Innovative behavior has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram. This means that the higher the innovative behavior, the higher the employee performance at the Faculty of Medicine, University of Mataram. (5) Organizational commitment has a positive and significant effect on employee performance at the Faculty of Medicine, University of Mataram. This means that the higher the organizational commitment, the higher the employee performance at the Faculty of Medicine, University of Mataram. (6) Innovative behavior mediates the effect of work happiness on employee performance at the Faculty of Medicine, University of Mataram. This means that innovative behavior is able to mediate the effect of work happiness on employee performance. The mediating role played by the innovative behavior variable is full mediation because before there is an innovative behavior variable, work happiness on employee performance has no effect. (7) Organizational commitment mediates the effect of work happiness on employee performance at the Faculty of Medicine, University of Mataram. This means that organizational commitment can mediate the effect of work happiness on employee performance. The mediating role played by the organizational commitment variable is full mediation because before there is an organizational commitment variable, work happiness on employee performance has an effect.

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