Volume 4 Number 2 (2026)
July – December 2026
Page: 2462-2470

EDUJAVARE: International Journal of Educational Research
ISSN: 3031-2884
https://edujavare.com/index.php/edujavare
DOI: 10.70610/edujavare.v4i02.2258

The Impact of Self-Efficacy, Workplace Happiness, and Affective Commitment Among Employees

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Article history Submitted: 2026/07/09; Revised: 2026/09/15; Accepted: 2026/11/01

Abstract

Organizational commitment is crucial for achieving organizational goals, as employees with strong affective commitment tend to identify with the organization's values and objectives. Affective commitment encompasses the acceptance and internalization of an organization's goals and values, driven by a strong desire to exert effort toward the attainment of those goals. This study aims to examine the simultaneous influence of self-efficacy and workplace happiness on the affective commitment of contract employees. A quantitative survey method was employed, involving 120 contract employees. Data were collected using scales designed to measure self-efficacy, workplace happiness, and affective commitment. Data analysis was conducted using multiple linear regression. The regression model indicates that self-efficacy and affective commitment have a statistically significant simultaneous influence on workplace happiness ($F = 9.946$; $p < 0.001$). The results suggest that an employee's belief in their own capabilities, combined with positive experiences in the workplace, is not necessarily sufficient to foster an emotional attachment to the organization. In other words, possessing confidence in carrying out job responsibilities and experiencing happiness at work does not automatically result in a strong emotional bond with the organization. These findings indicate that workplace happiness can be explained through a combination of an employee's belief in their own capabilities and their emotional attachment to the organization.

Keywords Affective Commitment, Contract Employees, Self-Efficacy, Workplace Happiness.

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INTRODUCTION

Affective commitment entails the acceptance and internalization of an organization's goals and values, driven by a strong willingness to exert effort toward the achievement of those organizational objectives (Chang & Johnson, 2006). It stems from a robust process of internalizing organizational goals, which generates an intrinsic motivation within the individual to pursue those goals. Affective commitment represents an individual's relationship with an organization in terms of value and goal congruency. The extent to which an individual's personal goals and values align with those of the organization is hypothesized to directly influence their desire to remain with the organization. Ultimately, employees with

strong affective commitment stay within an organization because they genuinely wish to do so.

When employees possess a high level of affective organizational commitment, they tend to remain loyal to the organization, participate in company-led initiatives, and demonstrate a strong motivation to perform well (Agustien & Soeling, 2020). Conversely, low affective organizational commitment can diminish productivity, morale, and performance, leading to job dissatisfaction, reduced motivation, a diminished sense of responsibility toward the company, and higher turnover rates (Pangesti & Ramadona, 2022).

According to Allen and Meyer (1990), identification and involvement form the psychological foundation of affective commitment. An employee's willingness to contribute to organizational effectiveness is influenced by the nature of the commitment they hold. Employees who strive to act on behalf of the organization are more likely to be motivated by affective commitment rather than continuance or normative commitment. Organizational commitment holds a significant place in research literature, as it has been shown to be a reliable predictor of various critical work-related behaviors within an organization (Haslam, 2001). Various human resource approaches focus on organizational commitment for three reasons: (1) the assumption that highly committed employees possess a greater sense of responsibility, thereby reducing the need for managerial oversight; (2) the premise that employees with strong organizational commitment are more motivated and more willing to go beyond their formal job requirements; and (3) the tendency for highly committed employees to remain with the organization, which lowers costs associated with recruitment and selection (Sanders, Nauta, & Koster, 2003).

In the modern workplace, "happiness at work" has emerged as a key indicator of organizational success. Employees who are happy tend to demonstrate better performance, higher loyalty, and a stronger emotional connection to their organization (Meyer & Allen, 1991; Stajkovic & Luthans, 1998). Conversely, low levels of employee happiness can lead to increased turnover, reduced productivity, and a negative impact on the overall work climate.

Recent data underscores the significance of this issue; the *Gallup State of the Global Workplace 2024* report reveals that global employee engagement has declined from 23% to 21%, resulting in a global productivity loss exceeding $438 billion. This decline is largely driven by increasing workloads, a lack of managerial support, and an organizational inability to manage the emotional well-being of employees. Similar findings were reported by the 2024 BambooHR Employee Happiness Index, which shows a consistent downward trend in employee happiness over the past four years, reaching a low of 35 in 2024.

Furthermore, factors such as recognition for contributions, work flexibility, and emotional well-being have been identified as key determinants of employee happiness (Kudoboard, 2024; Wondr Health, 2024). Unfortunately, in practice, many organizations still fail to adequately address these factors, leading to dissatisfaction and high levels of stress among the workforce.

This situation highlights a gap between the psychological needs of employees and the

managerial policies implemented within many organizations. Consequently, research on workplace happiness is essential. Such research not only contributes to the development of theory in the fields of work and organizational psychology but also offers practical implications for improving human resource management strategies. Through this research, organizations can gain a better understanding of the factors that influence employee happiness and design more effective interventions to enhance engagement.

The study aims to examine the extent to which each independent variable and its respective aspects influences the dependent variable and its corresponding aspects. The researcher will conduct a comprehensive analysis of the magnitude and contribution of each variable. It is hoped that the findings of this study will serve as a reference for decision-making or interventions within the field of industrial and organizational psychology.

METHODS

This study employs a survey method as a measurement tool to test the established hypotheses. It utilizes three variables: affective commitment (X), happiness at work (Y), and self-efficacy (Z). To address the research problem, the proposed hypotheses are tested; the collected data are then processed using descriptive statistics to facilitate analysis and discussion. The analytical technique employed in this study is multiple regression. Specific indicators are used for the variables of affective commitment, happiness at work, and self-efficacy.

Affective organizational commitment is measured using the aspects defined by Allen and Meyer (1990), as previously applied by Wijaya (2013). This scale focuses exclusively on affective commitment, excluding other forms of organizational commitment (normative and continuance). Three aspects are measured: the desire to exert earnest effort for the benefit of the organization (participation), the belief in and acceptance of the organization's goals and values (identification), and a strong desire to maintain membership within the organization (loyalty). This measurement tool demonstrates validity coefficients ranging from 0.407 to 0.651, with a reliability coefficient of 0.726.

Self-efficacy is measured using a scale developed by Lynda (2024), based on the aspects proposed by Bandura (1997): task difficulty level, the breadth of the behavioral domain, and the strength of conviction. This measurement tool exhibits validity coefficients ranging from 0.478 to 0.708, with a scale reliability coefficient of 0.881. Happiness at work is measured using a scale developed by Fitriana et al. (2022), which is based on Fisher's (2010) theory. However, the instrument differs in that it defines happiness at work through four components: job satisfaction, work enthusiasm, work engagement (absorption), and affective organizational commitment. This adaptation ensures the instrument is culturally and linguistically appropriate for the Indonesian context, while still incorporating Fisher's (2010) core aspects: engagement a pleasant or positive emotional state resulting from an individual's assessment of their job or work experience; job satisfaction a pleasant or positive emotional state derived from an individual's evaluation of their work or professional experience; and affective

organizational commitment a state in which an individual dedicates themselves to their work. The instrument demonstrates item validity ranging from 0.843 to 0.931, with a reliability coefficient of 0.946.

The study population consists of employees at PT. X. A purposive sampling method will be employed. Participants must have a minimum tenure of one year, based on the assumption that they have had sufficient time to adapt to the organizational environment. Data analysis will proceed following the fulfillment of prerequisite tests, specifically tests for normality and the linearity of relationships between variables (Baron & Kenny, 1986). The research data will be analyzed using multiple linear regression with the assistance of the SPSS 27 software.

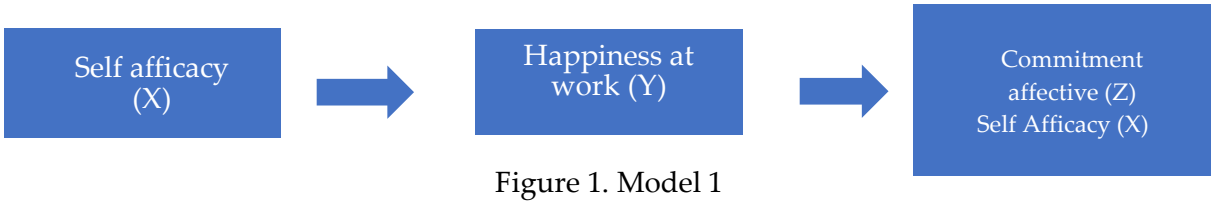


Figure 1. Model 1



Figure 2. Model 2

METHODS

The method used in this study is a qualitative approach. According to (Sukmadinata, 2010) qualitative research is a research aimed at describing and analyzing phenomena, events, social activities, attitudes of beliefs, perceptions of people's thoughts individually or in groups. The location of the research is at SMA PGRI 1 Palangka Raya on Jl. Tamanggung Amai Rawang No.3, Langkai, Kec.

According to Miles and Huberman in (Sugiyono, 2019) stated that activities in qualitative data analysis are carried out interactively and take place continuously until complete, so that the data is saturated According to Miles and Huberman. According to Sugiyono, (2019) stated that in general there are 3 (three) types of data collection techniques, namely observation, interviews, documentation. Miles and Huberman revealed that activities in qualitative research data analysis are carried out interactively and take place continuously until completion (Sugiyono, 2019) According to Miles and Huberman, qualitative research data analysis has three stages, namely data reduction, data presentation, and conclusion drawn.

RESULTS AND DISCUSSION

This study involved 120 contract employees as subjects. The analysis yielded a P-value of 0.253 and an F-value of 1.391, indicating that, taken together, self-efficacy and happiness at work do not influence the affective commitment of these employees. These findings suggest

that self-efficacy and happiness at work do not have a significant impact on affective commitment. This implies that self-confidence and happiness in the workplace do not necessarily foster an emotional attachment to the organization, particularly in the context of contract employment. Contract employees tend to perceive their work as a temporary professional responsibility rather than a basis for long-term identification with the organization (Jabeen, 2023).

Contract employees often exhibit low to moderate levels of affective commitment, as their emotional connection to the organization is frequently transient (Allen & Meyer, 1990). Their primary focus is typically on fulfilling short-term tasks rather than developing a long-term emotional bond; they often view the organization as a "stopover" rather than a "second home."

Happiness at work may stem from social interactions, the work climate, or autonomy, rather than necessarily from an attachment to the organization itself. Contract employees might feel happy because they enjoy their team and their tasks, even without being emotionally deeply attached to the organization. Fisher (2010) distinguishes "happiness at work" (affective well-being) from "organizational commitment"—while related, the two are not necessarily causally linked. Research by Zhang (2022) further indicates that for contract employees, happiness at work is more "task-related" than "organization-related."

Conversely, a second model demonstrates that self-efficacy and affective commitment do have a significant influence on happiness at work, with a P-value of 0.000 and an F-value of 9.946, indicating that both self-efficacy and affective commitment exert a significant effect on happiness at work. This confirms that happiness at work is primarily a psychological output resulting from a sense of capability (efficacy) and emotional attachment (commitment), rather than the other way around. These findings are consistent with Bandura's (1997) social cognitive theory, which emphasizes that the perception of self-efficacy enhances positive affective experiences in the workplace.

Self-efficacy, as defined by Bandura (1997), refers to an individual's belief in their own capabilities. High self-efficacy provides a sense of control and achievement—factors that directly boost happiness at work. However, fostering affective commitment requires additional elements, such as job security, long-term career opportunities, and a sense of belonging to the organization.

These factors are often absent for contract employees; consequently, high self-efficacy does not automatically lead to affective commitment. Xanthopoulou (2007) found that while self-efficacy enhances work engagement and positive affect, it does not necessarily foster affective commitment in the absence of organizational support. Susanti (2023) indicates that for young or contract-based employees, self-efficacy plays a greater role in personal well-being than in organizational commitment.

Thus, the status of being a contract employee can act as a moderating variable that weakens the relationship between self-efficacy/happiness and affective commitment, as the emotional attachment of such individuals tends to be constrained by the temporary nature of

their employment contracts (Arshad, 2024).

In contrast, the second regression model demonstrated that self-efficacy and affective commitment had a statistically significant simultaneous effect on happiness at work ($F = 9.946$; $p < 0.001$). This finding indicates that workplace happiness can be explained by the combination of employees' beliefs in their own capabilities and their emotional attachment to the organization. Employees with higher self-efficacy tend to experience a greater sense of control, confidence in handling job demands, and personal accomplishment, which may contribute to positive emotional experiences at work. Similarly, affective commitment may provide employees with a sense of belonging, meaningfulness, and emotional connection to their workplace. Thus, happiness at work can be understood as a psychological condition associated with both individual perceptions of competence and the quality of employees' emotional relationships with their organizations.

Theoretically, these findings provide an alternative perspective on the relationships among self-efficacy, happiness at work, and affective commitment, suggesting that these relationships may not necessarily be linear or operate in the same direction. Although self-efficacy may contribute to positive psychological experiences at work, its contribution to affective commitment may require additional organizational support. Likewise, experiencing happiness at work does not necessarily indicate strong emotional attachment to the organization. Employees may enjoy their jobs and feel satisfied with their working environment without developing a strong emotional desire to remain organizational members. This distinction highlights the importance of differentiating employees' psychological well-being at work from their emotional commitment to the organization.

From a practical perspective, these findings have implications for human resource management, particularly in organizations employing contract workers. Organizations should not rely solely on developing employees' competencies, strengthening their self-confidence, or creating a pleasant working environment to foster affective commitment. Additional efforts are needed to establish employment relationships that promote job security, organizational justice, recognition, career development opportunities, and open communication. Providing clarity regarding employment continuity and opportunities for professional growth may also help strengthen employees' sense of belonging and emotional attachment to the organization.

This study has several limitations. First, the participants consisted exclusively of 120 contract employees, which may limit the generalizability of the findings to employees with different employment statuses and organizational backgrounds. Second, this study did not directly examine organizational factors such as perceived job security, perceived organizational support, organizational justice, and career development opportunities in explaining affective commitment. Therefore, future research should involve employees with different employment statuses, including permanent and contract employees, to compare the dynamics of affective commitment across employment arrangements. Future studies may also examine perceived organizational support, job security, psychological contract, and career development as additional predictors or moderating variables to obtain a more comprehensive

understanding of the factors contributing to affective commitment among contract employees.

Overall, this study highlights that employees' confidence in their capabilities and their happiness at work do not necessarily translate into emotional attachment to the organization. Conversely, happiness at work is significantly associated with employees' self-efficacy and affective commitment. These findings emphasize the importance of distinguishing positive psychological experiences in the workplace from emotional commitment to the organization, particularly within the context of contractual employment relationships.

CONCLUSION

This study aimed to examine the effects of self-efficacy and happiness at work on affective commitment among contract employees. Based on the analysis of data collected from 120 contract employees, the findings revealed that self-efficacy and happiness at work did not have a statistically significant simultaneous effect on affective commitment ($F = 1.391$; $p = 0.253$). This finding suggests that employees' beliefs in their capabilities and their positive experiences at work are not necessarily sufficient to develop emotional attachment to the organization. In other words, having confidence in one's ability to perform job responsibilities and experiencing happiness in the workplace do not automatically translate into a strong emotional bond with the organization.

These findings indicate that employment characteristics, particularly contractual employment status, may need to be considered when understanding the development of affective commitment. Contract employees may possess high levels of self-efficacy and experience happiness in their jobs without necessarily developing strong emotional attachment to their organizations. This may be associated with the temporary nature of contractual employment, uncertainty regarding employment continuity, and limited perceptions of long-term career development opportunities. In this context, happiness at work may be more closely associated with task-related experiences, interpersonal relationships, and a positive working environment than with emotional identification with the organization. Therefore, happiness at work and affective commitment should be understood as distinct psychological constructs, although they may be related to one another.

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