

THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AND PROFESSIONAL IDENTITY IN PREDICTING HAPPINESS AT WORK AMONG EMPLOYEES OF MULTINATIONAL COMMUNICATION CONSULTING FIRMS IN JAKARTA

PERAN DUKUNGAN ORGANISASI YANG DIPERSEPSIKAN DAN IDENTITAS PROFESIONAL DALAM MEMPREDIKSI KEBAHAGIAAN DI TEMPAT KERJA PADA KARYAWAN PERUSAHAAN KONSULTAN KOMUNIKASI MULTINASIONAL DI JAKARTA

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ABSTRACT

This study examines the influence of Perceived Organizational Support (POS) and Professional Identity on Happiness at Work among employees of multinational communication consulting firms in Jakarta. Happiness at Work is conceptualized as a multidimensional construct encompassing hedonic well-being, engagement, and positive affect experienced within the occupational context. Drawing on Social Exchange Theory (Blau, 1964) and Social Identity Theory (Tajfel & Turner, 1979), this study proposes that employees who perceive strong organizational support and possess a robust professional identity will report higher levels of happiness at work. A quantitative correlational design was employed with a sample of 100 employees selected through purposive sampling. Data were collected using validated Likert-scale instruments and analyzed via Pearson correlation and multiple regression in SPSS. Results indicated that both POS ($r = .612, p < .01$) and Professional Identity ($r = .673, p < .01$) were significantly and positively correlated with Happiness at Work. The regression model explained 56.4% of the variance in Happiness at Work ($R^2 = .564$). These findings underscore the critical role of organizational and identity-based resources in fostering employee well-being in the high-demand environment of the communications consulting industry.

Keywords: perceived organizational support, professional identity, happiness at work, communication consulting, Jakarta, employee well-being

ABSTRAK

Penelitian ini mengkaji pengaruh Perceived Organizational Support (POS) dan Identitas Profesional terhadap Kebahagiaan di Tempat Kerja pada karyawan perusahaan konsultan komunikasi multinasional di Jakarta. Kebahagiaan di Tempat Kerja dikonseptualisasikan sebagai konstruksi multidimensi yang mencakup kesejahteraan hedonik, keterlibatan, dan afek positif yang dialami dalam konteks pekerjaan. Berlandaskan Social Exchange Theory (Blau, 1964) dan Social Identity Theory (Tajfel & Turner, 1979), penelitian ini menunjukkan bahwa karyawan yang merasakan dukungan organisasi yang kuat dan memiliki identitas profesional yang kokoh akan melaporkan tingkat kebahagiaan kerja yang lebih tinggi. Desain penelitian kuantitatif korelasional digunakan dengan sampel sebanyak 100 karyawan yang dipilih melalui teknik purposive sampling. Data dikumpulkan menggunakan instrumen skala Likert yang telah tervalidasi dan dianalisis menggunakan korelasi Pearson serta regresi berganda dengan bantuan SPSS. Hasil penelitian menunjukkan bahwa POS ($r = 0,612, p < 0,01$) dan Identitas Profesional ($r = 0,673, p < 0,01$) memiliki korelasi positif dan signifikan dengan Kebahagiaan di Tempat Kerja. Model regresi menjelaskan 56,4% varians Kebahagiaan di Tempat Kerja ($R^2 = 0,564$). Temuan ini menegaskan peran krusial sumber daya organisasi dan berbasis identitas dalam meningkatkan kesejahteraan karyawan pada lingkungan industri konsultasi komunikasi yang memiliki tuntutan tinggi.

Kata Kunci: perceived organizational support, identitas profesional, kebahagiaan di tempat kerja, konsultasi komunikasi, Jakarta, kesejahteraan karyawan

1. INTRODUCTION

The global expansion of multinational corporations has intensified competition within the communications consulting sector, transforming it into one of the most demanding professional environments in contemporary urban economies. In Jakarta, which functions as Indonesia's primary economic hub, multinational communication consulting firms operate at the intersection of strategic communication, public relations, brand management, and corporate advisory services. Employees within these organizations are routinely expected to manage high-stakes client portfolios, navigate rapid information cycles, and deliver measurable outcomes under significant time pressure. In such contexts, sustaining employee well-being is not merely a humanitarian concern but a strategic imperative that directly influences organizational performance, creative output, and talent retention (Fisher, 2010; Lyubomirsky, King, & Diener, 2005).

Happiness at Work (HaW) has emerged as a critical construct in organizational psychology and management studies, reflecting the aggregate of an employee's positive affective experiences, sense of engagement, and subjective well-being within the occupational domain (Warr, 1990; Fisher, 2010). Unlike narrow conceptions of job satisfaction, happiness at work is understood as a broader, multidimensional construct that encompasses hedonic pleasure, meaning, and vitality derived from one's professional activities (Seligman, 2011; Diener, 2000). Research consistently demonstrates that happier employees exhibit higher productivity, lower absenteeism, stronger organizational commitment, and greater prosocial behavior (Lyubomirsky et al., 2005; Fredrickson, 2001).

Two theoretical variables have emerged as particularly compelling antecedents of happiness at work in the organizational literature: Perceived Organizational Support (POS) and Professional Identity. Perceived Organizational Support, grounded in Eisenberger and colleagues' (1986) foundational work, refers to employees' generalized beliefs about the extent to which their organization values their contributions and cares about their well-being. When employees perceive high levels of organizational support, they are more likely to experience positive affect, feel psychologically safe, and invest greater effort in their roles—outcomes that are theoretically and empirically linked to enhanced happiness at work (Rhoades & Eisenberger, 2002; Shore & Shore, 1995). Social Exchange Theory (Blau, 1964) provides the overarching theoretical framework for this relationship, proposing that organizational support generates a felt obligation among employees to reciprocate through positive attitudes and behaviors, including elevated well-being.

Professional Identity, on the other hand, refers to the degree to which individuals define themselves in terms of their professional role, values, and membership in a professional community (Tajfel & Turner, 1979; Pratt & Ashforth, 2003). A strong and coherent professional identity has been associated with greater role clarity, intrinsic motivation, and psychological resilience—all of which are foundational to the experience of happiness at work (Ibarra, 1999; Kreiner, Hollensbe, & Sheep, 2006). In communication consulting, where professional roles demand continuous skill adaptation and identity negotiation across diverse client contexts, the integrity and salience of one's professional identity may serve as a critical psychological resource.

Despite the theoretical relevance of both constructs, the combined influence of Perceived Organizational Support and Professional Identity on Happiness at Work has received limited empirical attention, particularly within the Southeast Asian professional context and the communication consulting industry. This study addresses that gap by investigating the following research problem: Do Perceived Organizational Support and Professional Identity significantly predict Happiness at Work among employees of multinational communication consulting firms in Jakarta?

The primary objective of this study is to examine the independent and joint effects of POS and Professional Identity on Happiness at Work in this specific professional context, contributing

theoretical insights and practical recommendations for organizational management in Jakarta's communications sector.

2. LITERATURE REVIEW

2.1. Happiness at Work

Happiness at Work (HaW) is a construct that has undergone considerable conceptual development within organizational psychology. Early treatments of employee well-being were largely confined to job satisfaction, a relatively narrow evaluative judgment about one's overall employment situation (Locke, 1976). However, scholars increasingly recognized that job satisfaction alone fails to capture the richness of employees' subjective well-being within the workplace, leading to broader conceptualizations that align with the positive psychology tradition (Seligman & Csikszentmihalyi, 2000).

Warr's (1990) Vitamin Model constitutes one of the most influential theoretical frameworks for understanding happiness at work. Warr conceptualized workplace happiness along two primary axes—hedonic tone (pleasure-displeasure) and activation (arousal)—and identified several environmental 'vitamins' that either enhance or diminish affective well-being at work. These include opportunity for personal control, skill use, externally generated goals, variety, environmental clarity, and social contact. The model emphasizes that occupational well-being is a dynamic function of the fit between environmental conditions and individual needs, establishing an important precedent for examining organizational factors as predictors of employee happiness.

Fisher (2010) offered a comprehensive review of happiness at work as a multilevel construct, distinguishing between momentary states (e.g., discrete positive emotions during tasks), episodic experiences (e.g., engagement or flow), and stable dispositions (e.g., overall job satisfaction and affective organizational commitment). This layered conceptualization clarifies that happiness at work is neither purely hedonic nor exclusively cognitive, but rather an integrated experience shaped by both situational and dispositional factors. Subsequent scholarship has further situated happiness at work within Diener's (2000) broader framework of subjective well-being, which encompasses the presence of positive affect, the relative absence of negative affect, and evaluative life satisfaction.

In their seminal meta-analysis, Lyubomirsky, King, and Diener (2005) demonstrated that happiness is not merely a byproduct of success but an active contributor to it, with happier individuals exhibiting superior performance, greater creativity, stronger social relationships, and better health outcomes. For organizational contexts, this insight implies that investments in employee happiness generate measurable returns in productivity and organizational effectiveness. More recent work by Seligman (2011) through the PERMA model (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment) provides a comprehensive architecture for understanding the components of human flourishing, several of which are directly applicable to the workplace context.

Within the communications consulting industry specifically, happiness at work is of particular importance. Employees in this sector are tasked with managing client expectations, producing high-quality strategic content, and maintaining professional relationships under conditions of ambiguity and time pressure. Fredrickson's (2001) Broaden-and-Build Theory suggests that positive emotions expand cognitive and behavioral repertoires, fostering creativity and resilience—competencies that are central to effective communications consulting. Pryce-Jones (2010) further developed a five-component model of happiness at work (FACE: Feelings about work, Achievement, Contribution, and Engagement) that offers a practically applicable framework for measuring and enhancing employee happiness in professional service environments.

2.2. Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is defined as employees' generalized beliefs about the extent to which the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). This construct emerged from Social Exchange Theory (Blau, 1964) and the concept of personification, whereby employees attribute human-like intentions and dispositions to the organization as a whole, responding to organizational treatment as they would to treatment by a significant other. The foundational study by Eisenberger et al. (1986) demonstrated that employees develop a global

perception of organizational commitment toward them, which in turn influences their affective and behavioral orientations toward the organization.

Rhoades and Eisenberger's (2002) comprehensive meta-analysis of over 70 studies established the broad antecedents and consequences of POS. Fairness of organizational procedures, supervisor support, and organizational rewards and favorable job conditions emerged as the most consistent predictors of POS. In turn, POS was found to positively predict affective organizational commitment, job satisfaction, positive mood, and performance, and negatively predict withdrawal behaviors such as absenteeism and turnover intention. This meta-analytic evidence underscores the centrality of POS as an organizational resource variable with wide-ranging implications for employee well-being.

The theoretical mechanism linking POS to positive outcomes is primarily articulated through Social Exchange Theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960). When employees perceive that the organization invests in their development, acknowledges their contributions, and attends to their welfare, they experience a felt obligation to reciprocate through positive attitudes and elevated effort. This reciprocation is expressed not only instrumentally through performance but also affectively through heightened job satisfaction, commitment, and well-being. Shore and Shore (1995) elaborated on this mechanism, demonstrating that the accumulation of favorable organizational treatment creates a generalized sense of trust and security that sustains positive affect over time.

More recent conceptualizations have expanded the POS framework to incorporate supervisor support as a key mediating mechanism. Allen, Shore, and Griffeth (2003) demonstrated that supervisory support functions as a proxy for organizational support, given employees' tendency to attribute supervisory behavior to organizational policies and orientations. In the communication consulting context, where team structures are often hierarchical and project outcomes are closely tied to managerial guidance, supervisory support is likely to be a particularly salient dimension of perceived organizational support. Kurtessis et al. (2017) subsequently conducted a meta-analysis confirming that POS predicts a broad range of employee outcomes, including affective well-being, which is closely related to happiness at work.

In the Indonesian organizational context, cultural dimensions such as collectivism and high power distance (Hofstede, 2001) may amplify the significance of organizational support. Employees who operate within collectivist value systems are particularly attuned to relational cues from authority figures and institutional actors, making POS an especially potent predictor of affective outcomes in this cultural setting. Yuniarsih, Suwatno, and Muizu (2017) found support for this proposition in a study of Indonesian employees, observing that POS was significantly related to both organizational commitment and employee satisfaction, mediated by a strong sense of organizational belonging.

2.3. Professional Identity

Professional Identity refers to the self-definitions that individuals construct on the basis of their professional role, values, competencies, and membership in a professional community (Tajfel & Turner, 1979; Pratt & Ashforth, 2003). It answers the fundamental organizational question of 'Who am I in this role?' (Ashforth & Mael, 1989). Unlike occupational identity, which is tied to a broader category of work, professional identity is specifically anchored in the norms, ethics, knowledge base, and relational structures that characterize a defined profession in this case, communication consulting.

Tajfel and Turner's (1979) Social Identity Theory (SIT) provides the foundational theoretical framework for understanding professional identity. SIT posits that individuals derive a significant portion of their self-concept from their membership in social groups, including professional communities. When individuals strongly identify with their professional group, they internalize its norms and values, derive self-esteem from professional accomplishments, and exhibit greater in-group cohesion and commitment. Applied to the workplace, this theoretical proposition suggests that employees with a strong professional identity will demonstrate higher motivation, greater role investment, and a more positive affective orientation toward their work—all of which constitute dimensions of happiness at work.

Pratt and Ashforth (2003) made an important distinction between identification with the organization and identification with the work itself, arguing that while the former produces organizational commitment, the latter generates a sense of calling and meaningfulness. For communication consultants, who are engaged in intellectually demanding and creativity-intensive work, identification with the professional role and its attendant values (strategic thinking, client advocacy, creative excellence) may be

particularly consequential for well-being. Ibarra (1999) extended this framework through her concept of provisional identities, demonstrating that professionals in transitional or dynamic career contexts experiment with multiple self-presentations before settling on a coherent professional self—a process that, when successfully resolved, yields greater authenticity and positive effect.

Kreiner, Hollensbe, and Sheep (2006) examined the boundary work that professionals engage in to protect and maintain their professional identity when organizational demands threaten its coherence. Their findings suggest that a robust professional identity functions as a psychological buffer against role ambiguity and identity threat, supporting sustained motivation and resilience. In demanding professional service environments such as communications consulting, where role boundaries are frequently renegotiated across client projects, a strong and internally consistent professional identity may be especially protective of employee well-being.

Empirically, research by Blatt (2009) and Miscenko and Day (2016) has established connections between professional identity strength and various positive outcomes including intrinsic motivation, organizational commitment, and subjective well-being. In the healthcare sector, Swanson, Power, and Simpson (1998) found that professional identity was a significant predictor of role satisfaction and emotional resilience. Although such findings have yet to be systematically replicated within the communications industry, theoretical logic strongly supports the generalization of this relationship to communication consulting professionals in Jakarta.

2.4. Theoretical Framework and Hypotheses

This study is grounded in two complementary theoretical frameworks. Social Exchange Theory (Blau, 1964) provides the mechanism through which Perceived Organizational Support is expected to influence Happiness at Work: organizational investments in employee welfare create felt obligations and reciprocal positive affect. Social Identity Theory (Tajfel & Turner, 1979) provides the mechanism through which Professional Identity influences Happiness at Work: a strong, coherent professional identity generates self-esteem, role clarity, and intrinsic motivation that together enhance positive affective experience at work.

The Conservation of Resources Theory (COR; Hobfoll, 1989) provides an integrating framework for both predictors. COR Theory proposes that individuals strive to retain, protect, and build resources—including personal, social, and organizational resources—and that the possession of such resources mitigates stress and supports well-being. POS represents an organizational resource that reduces vulnerability and uncertainty, while Professional Identity constitutes a personal identity resource that supports self-efficacy and role engagement. Together, these resources are expected to additively contribute to Happiness at Work. Based on the foregoing theoretical review, the following hypotheses are advanced:

H1: Perceived Organizational Support will be positively and significantly correlated with Happiness at Work among employees of multinational communication consulting firms in Jakarta.

H2: Professional Identity will be positively and significantly correlated with Happiness at Work among employees of multinational communication consulting firms in Jakarta.

H3: Perceived Organizational Support and Professional Identity will jointly and significantly predict Happiness at Work, explaining a meaningful proportion of its variance.

3. METHOD

3.1. Research Design and Participants

A quantitative correlational research design was employed to examine the relationships among Perceived Organizational Support (POS), Professional Identity, and Happiness at Work. This design is appropriate given the study's objective of assessing the strength and direction of relationships between theoretically defined variables without experimental manipulation (Creswell, 2014).

The population comprised full-time employees working in multinational communication consulting firms in Jakarta, Indonesia. These firms provide integrated strategic communication, public relations, reputation management, and digital consulting services to corporate, governmental, and non-governmental clients across Southeast Asia. The sample consisted of 100 participants selected through purposive sampling, with inclusion criteria requiring full-time employment status, a minimum organizational tenure of one year, and active client-facing or project-management responsibilities. This sample size satisfies the minimum requirements for multiple regression analysis as recommended by Green (1991), who proposed a minimum

of $N \geq 50 + 8m$ (where m = number of predictors), yielding a minimum of 66 participants for two predictors; a sample of 100 therefore provides adequate statistical power.

Among the 100 participants, 61% were female and 39% were male. The age distribution was as follows: 31–40 years (48%), 41–50 years (34%), and below 30 or above 50 years (18%). With respect to educational background, 72% held bachelor's degrees and 28% held postgraduate qualifications. Mean organizational tenure was 4.2 years ($SD = 2.7$), and the majority of participants (67%) held mid-level positions such as Senior Consultant, Account Manager, or Communications Strategist.

3.2. Instruments

Perceived Organizational Support (POS). POS was measured using the abbreviated 8-item version of the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986) and subsequently validated by Rhoades and Eisenberger (2002). Sample items include 'The organization strongly considers my goals and values' and 'My organization really cares about my well-being.' Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The SPOS has demonstrated robust psychometric properties across multiple cultures and organizational contexts (Kurtessis et al., 2017). In the present sample, Cronbach's Alpha was $\alpha = .879$.

Professional Identity. Professional Identity was assessed using 10 items adapted from the Professional Identity Scale developed by Dobrow and Higgins (2005) and subsequently refined by Miscenko and Day (2016). The scale captures three core dimensions: centrality (the degree to which professional role is central to self-concept), affect (emotional valence attached to professional role membership), and ties (the relational bonds associated with professional group membership). Sample items include 'Being a communication professional is an important part of who I am' and 'I feel strong ties with other professionals in my field.' All items used a 5-point Likert scale. Cronbach's Alpha in the present sample was $\alpha = .861$.

Happiness at Work. Happiness at Work was measured using the Happiness at Work Scale (HAWS) developed by Pryce-Jones (2010), adapted and validated for organizational research. The scale comprises 12 items tapping five components of workplace happiness: positive feelings about work, sense of achievement, pride in contribution, engagement with tasks, and belief in personal significance at work. Sample items include 'I feel a genuine sense of joy in doing my job' and 'My work gives me a great deal of satisfaction.' All items were rated on a 5-point Likert scale. Cronbach's Alpha in the present sample was $\alpha = .902$.

3.3. Procedure and Analysis

Data collection was conducted over a six-week period using a structured online questionnaire administered via Google Forms, distributed through professional communication channels including corporate email, LinkedIn, and organizational WhatsApp groups associated with the participating firms. Participation was entirely voluntary, and respondents were assured of the anonymity and confidentiality of their responses. Informed consent was obtained electronically prior to participation. Of 134 questionnaires distributed, 107 were returned, yielding a response rate of 79.9%. After removing 7 incomplete responses, a final sample of 100 valid questionnaires was used in the analyses.

Data analyses were performed using SPSS version 26. Preliminary analyses included descriptive statistics (means, standard deviations), reliability analysis (Cronbach's Alpha), and normality checks using the Kolmogorov-Smirnov test. Hypotheses were tested through Pearson product-moment correlation analysis (H1, H2) and simultaneous multiple regression analysis (H3). Prior to regression, assumptions of linearity, homoscedasticity, independence of errors, and multicollinearity (assessed via Variance Inflation Factor; VIF) were verified.

4. RESULTS

4.1. Descriptive Statistics

Descriptive statistics for all three study variables are presented in Table 1.

Table 1. Descriptive Statistics (N = 100)

Variable	Mean	SD	N
Perceived Organizational Support (X1)	3.74	0.58	100
Professional Identity (X2)	3.88	0.51	100
Happiness at Work (Y)	3.81	0.55	100

Table 1 shows that respondents reported moderate-to-high mean scores across all three variables. Perceived Organizational Support (M = 3.74, SD = 0.58) was rated favorably, suggesting that most participants perceived their organizations as reasonably supportive of their contributions and welfare. Professional Identity (M = 3.88, SD = 0.51) scored slightly higher, indicating that respondents held a fairly clear and positive sense of professional self-definition. Happiness at Work (M = 3.81, SD = 0.55) fell between the two predictors, reflecting a generally positive affective work experience within the sample.

4.2. Reliability Analysis

Cronbach's Alpha coefficients for all three scales were examined prior to hypothesis testing (Table 2). All scales exceeded the minimum threshold of $\alpha = .70$ recommended by Nunnally and Bernstein (1994) for social science research, indicating acceptable to excellent internal consistency.

Table 2. Reliability Statistics

Scale	No. of Items	Cronbach's Alpha (α)
Perceived Organizational Support	8	.879
Professional Identity	10	.861
Happiness at Work	12	.902

4.3. Correlation Analysis

Pearson product-moment correlations were computed to test Hypotheses 1 and 2. Results are presented in Table 3.

Table 3. Pearson Correlation Matrix (N = 100)

Variable	POS (X1)	Prof. Identity (X2)	HaW (Y)
Perceived Org. Support (X1)	1.00	.489**	.612**
Professional Identity (X2)	.489**	1.00	.673**
Happiness at Work (Y)	.612**	.673**	1.00

Note: ** Correlation is significant at the 0.01 level (2-tailed). POS = Perceived Organizational Support; HaW = Happiness at Work.

As shown in Table 3, Perceived Organizational Support was positively and significantly correlated with Happiness at Work ($r = .612, p < .01$), supporting Hypothesis 1. Professional Identity was also positively and significantly correlated with Happiness at Work ($r = .673, p < .01$), supporting Hypothesis 2. The two predictors themselves showed a moderate positive intercorrelation ($r = .489, p < .01$), indicating that they share meaningful variance but remain sufficiently distinct to function as independent predictors in the regression model. The bivariate correlations confirm that both organizational and identity-based resources are meaningfully associated with employee happiness.

4.4. Multiple Regression Analysis

A simultaneous multiple regression analysis was conducted to test Hypothesis 3, examining the joint predictive power of Perceived Organizational Support and Professional Identity on Happiness at Work. Multicollinearity diagnostics revealed VIF values of 1.314 for both predictors, well below the conventional threshold of 10 (Hair et al., 2014), indicating that multicollinearity does not threaten the integrity of the regression estimates. Results are presented in Tables 4 and 5.

Table 4. Multiple Regression Coefficients

Predictor	B	SE B	β (Beta)	t	p
(Constant)	1.02	0.31	—	3.29	.001
Perceived Org. Support (X1)	0.31	0.08	.329	3.88	.000
Professional Identity (X2)	0.44	0.09	.421	4.89	.000

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	SE of Estimate
1	.751	.564	.556	.366

Table 6. ANOVA

Model	Sum of Squares	df	Mean Square	F	p
Regression	17.36	2	8.68	64.72	.000
Residual	13.40	97	0.13	—	—
Total	30.76	99	—	—	—

The overall regression model was statistically significant, $F(2, 97) = 64.72, p < .001$, explaining 56.4% of the variance in Happiness at Work ($R^2 = .564, \text{Adjusted } R^2 = .556$). Both predictors made independent and significant contributions. Professional Identity emerged as the stronger predictor ($\beta = .421, t = 4.89, p < .001$), followed by Perceived Organizational Support ($\beta = .329, t = 3.88, p < .001$). These results support Hypothesis 3, confirming that both POS and Professional Identity together constitute robust predictors of Happiness at Work in the present sample.

5. DISCUSSIONS

The present study set out to examine whether Perceived Organizational Support and Professional Identity significantly predict Happiness at Work among employees of multinational communication consulting firms in Jakarta. Findings from both the correlation and regression analyses provide unambiguous empirical support for all three hypotheses, confirming the predictive value of these organizational and identity-based resources for employee happiness in this professional context.

5.1. Perceived Organizational Support and Happiness at Work

The strong positive correlation between POS and Happiness at Work ($r = .612$, $p < .01$) and POS's significant regression coefficient ($\beta = .329$, $p < .001$) support Hypothesis 1 and are consistent with Social Exchange Theory (Blau, 1964). When employees of multinational communication consulting firms in Jakarta perceive that their organization genuinely values their contributions and invests in their welfare, they reciprocate through heightened positive affect and a more favorable affective orientation toward their daily work experiences. This finding replicates and extends Rhoades and Eisenberger's (2002) meta-analytic conclusions in a culturally specific and professionally distinct context.

The practical significance of this finding is considerable for the communications consulting industry in Jakarta. Communication professionals operate under conditions of high role ambiguity, demanding client schedules, and continuous performance evaluation. In such environments, organizational signals of care and appreciation function as critical psychological resources that buffer against the depletion of personal well-being resources, consistent with Hobfoll's (1989) Conservation of Resources Theory. Firms that invest concretely in employee recognition programs, transparent appraisal processes, and welfare-oriented benefits are likely to reap significant returns in the form of happier and more engaged employees.

The cultural context of Jakarta warrants specific attention. In collectivist cultures with high power distance (Hofstede, 2001), the organizational hierarchy commands particular psychological salience; employees' perceptions of organizational treatment are therefore amplified relative to individualistic cultural contexts. The present findings corroborate Indonesian organizational research (Yuniarsih et al., 2017) suggesting that POS is a particularly potent predictor of affective outcomes in this cultural setting. Multinational firms operating in Jakarta must therefore be mindful of localizing their support practices to align with the relational expectations of Indonesian employees, rather than importing Western-centric HR models without cultural adaptation.

5.2. Professional Identity and Happiness at Work

Professional Identity demonstrated the strongest bivariate association with Happiness at Work ($r = .673$, $p < .01$) and the largest standardized regression coefficient ($\beta = .421$, $p < .001$) among the two predictors, supporting Hypothesis 2. This finding is consistent with Social Identity Theory (Tajfel & Turner, 1979) and the extensive literature demonstrating that strong, coherent professional identities generate positive affective outcomes through the mechanisms of self-esteem, role clarity, and intrinsic motivation (Pratt & Ashforth, 2003; Kreiner et al., 2006).

The relatively larger effect of Professional Identity compared to POS in this sample may be particularly informative about the nature of the communication consulting profession. Communication consulting demands continuous professional judgment, creative problem-solving, and ethical navigation of complex stakeholder landscapes. In this context, a well-developed professional identity provides a stable cognitive and affective anchor that guides behavior, sustains motivation under adversity, and fosters a sense of purpose that transcends individual project outcomes. Pryce-Jones' (2010) conceptualization of happiness at work as encompassing pride in contribution and belief in personal significance aligns well with the identity-based motivational mechanisms proposed by SIT.

These findings also have important implications for talent development within the communications consulting sector. The cultivation of professional identity is not solely a matter of individual disposition but can be actively supported through organizational practices such as professional communities of practice, mentoring programs, structured career development conversations, and opportunities for involvement in professional associations (Ibarra, 1999; Wenger, 1998). Firms that create conditions for employees to develop and express a coherent professional identity are likely to generate sustained increases in employee happiness—and consequently in creative performance, client relationship quality, and retention.

5.3. Joint Predictive Power and Implications

The regression model collectively accounted for 56.4% of the variance in Happiness at Work, representing a large effect size by conventional standards (Cohen, 1988). This finding underscores the theoretical coherence and practical utility of framing happiness at work as a function of both organizational resources (POS) and personal identity resources (Professional Identity). The remaining 43.6% of variance may be attributed to unmeasured individual difference variables such as trait positive affect (Lyubomirsky et al., 2005), psychological capital (Luthans, 2002), or contextual factors such as team climate, workload distribution, and client relationship quality.

The moderate intercorrelation between POS and Professional Identity ($r = .489$) deserves theoretical attention. This finding suggests that organizational support and professional identity are meaningfully related but empirically distinct constructs—a pattern consistent with the view that organizational environments can either facilitate or constrain the development and expression of professional identity (Pratt & Ashforth, 2003). Multinational consulting firms that cultivate a culture of support and recognition simultaneously create conditions conducive to professional identity consolidation, thereby generating synergistic benefits for employee happiness.

From a practical standpoint, these findings suggest that HR strategies targeting happiness at work in communications consulting should address both organizational and identity dimensions. At the organizational level, this means implementing structured POS enhancement initiatives: supervisory training in supportive management practices, regular recognition ceremonies, transparent communication of organizational decisions, and individualized career development planning (Allen et al., 2003). At the identity level, this means creating professional communities of practice, offering opportunities for thought leadership (e.g., conference speaking, publication), and fostering a strong professional culture with clearly articulated values and ethical standards.

6. CONCLUSION

This study provides robust empirical evidence that Perceived Organizational Support and Professional Identity are significant positive predictors of Happiness at Work among employees of multinational communication consulting firms in Jakarta. Both constructs contributed independently to the prediction of employee happiness, with Professional Identity emerging as the slightly stronger predictor, and together explained 56.4% of the variance in the outcome variable. These findings are theoretically grounded in Social Exchange Theory, Social Identity Theory, and Conservation of Resources Theory, and have direct implications for organizational management practices in Jakarta's competitive communications consulting sector.

Practically, organizations are encouraged to develop and implement evidence-based interventions that simultaneously enhance perceived organizational support through supervisory development, transparent organizational communication, and tailored recognition systems and foster professional identity development through mentoring programs, communities of practice, and professional visibility opportunities. These dual investments are likely to yield substantial returns in employee happiness, engagement, and retention.

Several limitations of the present study should be acknowledged. First, the cross-sectional design precludes causal inferences; longitudinal designs are needed to establish temporal precedence. Second, the use of self-report measures introduces potential common method bias, although procedural remedies (temporal separation of measurements, guarantees of anonymity) were employed. Third, the purposive sample from Jakarta's communication consulting sector limits generalizability to other industries and cultural contexts. Future research should employ longitudinal designs, include objective organizational performance

indicators, examine mediating mechanisms such as psychological safety and work engagement, and expand the sample to encompass diverse organizational contexts across Indonesia and Southeast Asia.

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