



The Impact of Workplace Inclusion and Work-Life Balance on Workplace Happiness (Study at the Tanjungkarang Regional Office IV of PT Kereta Api Indonesia (Persero))

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ABSTRACT

The paradigm of human resource management (HR) has been significantly changed by the introduction of artificial intelligence (AI) after 2024. The HR function no longer focuses on administrative work, but becomes a strategic partner that uses technology to help make decisions, talent management, and improve employee experience. This study aims to analyze the transformation of HR strategies after 2024, identifying the key competencies that HR needs. The research method uses a Systematic Literature Review (SLR) of ten scientific articles published between 2024 and 2026. These articles were obtained via academic databases like Scopus, Google Scholar, ScienceDirect, and Emerald Insight. The results show that AI improves efficiency and analytical capabilities in HR functions, but its success depends on digital skills, ethical technology, and employee mental readiness. To ensure equitable and humane AI adoption, employees must learn a hybrid of skills, such as data analytics, interpersonal skills, ethical leadership, and change management skills.

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1. INTRODUCTION

Human resources are the most important asset for an organization [1]. In an agency, the role of human resources is crucial in carrying out various activities [2]. The agency's success in achieving its stated goals depends heavily on the capabilities of its human resources [3]. Therefore, efforts are needed to create an inclusive work environment [4]. To increase inclusivity, organizations also need to pay attention to work-life balance and workplace happiness [5], [6]. Agencies must be able to optimize the use of all available resources as a key factor in achieving desired goals [7].

Ferdman and Deane explain that workplace inclusion refers to the extent to which individuals feel valued, accepted, and able to participate fully in the workplace without barriers or discrimination [8]. An inclusive work environment is one where individual differences are valued, and everyone has an equal opportunity to contribute and develop [9]. A crucial aspect of inclusion is creating a sense of

engagement, where employees feel they can be their authentic selves in the workplace [10].

However, research on inclusion is still relatively new. Mor Barak and his colleagues in social work pioneered the systematic study of inclusion in work organizations [11]. More recently, researchers have emphasized the importance of inclusion for all individuals, especially those who have historically experienced exclusion, explaining that in an inclusive environment, people from diverse backgrounds, not just those belonging to historically dominant identity groups, are treated fairly, valued, and included in core decision-making processes [12].

Daya states that an inclusive workplace is based on the perception that all workers need to conform to the organization's pre-established values and norms. An inclusive workplace is based on a pluralistic value framework that respects all cultural perspectives represented among its employees [13]. In short, inclusion involves equal opportunities for members of socially marginalized groups to participate and contribute while simultaneously providing opportunities for members of non-marginalized groups, and supporting employees in their efforts to engage fully at all levels of the organization and be their authentic selves [14].

Mor Barak states that inclusion is a process that allows individuals from different backgrounds, such as race, gender, age, or social status, to become a full and accepted part of the organization [15]. Inclusion includes not only the acceptance of differences but also the empowerment of employees by providing equal opportunities to be involved in decision-making and access resources [1]. This emphasizes the importance of diversity and fairness in the work environment [2]. In addition to inclusion in the workplace, the term work-life balance has gained increasing popularity in public discourse [3].

Work-life balance can be understood as an individual's tendency to fully engage in each role they play in life, approaching each role and role partners with full attention and care [4]. Another definition emphasizes the balanced allocation of time and involvement across roles [5]. Formally, this is defined as participation in various roles with relatively equal levels of attention, time, involvement, and commitment [6]. The next definition describes work-life balance as equal satisfaction across all aspects of life, both work and non-work [7]. In other words, work-life balance is involvement in both work and non-work roles that results in a balanced level of satisfaction in both domains [8]. Furthermore, the fourth definition explains that work-life balance encompasses a balance in the allocation of time and psychological energy between work and non-work life, ultimately leading to satisfaction and happiness in both aspects of life [9].

Furthermore, work-life balance is described as achieving a balance between family life or personal life and work life [10]. The concept of work-life balance is built on the idea that work and personal life complement each other, achieving a complete life [11]. Furthermore, men and women use flexible work in different ways, yielding varying results in terms of well-being and work-life balance [12]. Work-life balance can impact employee happiness [13]. An imbalance between work and personal life can lead to low productivity and decreased performance within an organization [14].

Happiness is a crucial positive aspect, particularly in maintaining health [15]. Workplace happiness benefits not only employees personally but also the organization [1]. Happy employees and a healthy company can create various positive impacts such as increased productivity, quality, sales, customer satisfaction, creativity, innovation, adaptability, and reduced work stress [2]. Happiness itself is seen as a primary goal for every individual in the world, and each person strives to achieve it in different ways [3]. Although happiness can be achieved through various aspects of life, a person will not truly feel happy if they are not happy at work [4].

To maximize workplace happiness, every agency needs to provide the best for its employees. One way to do this is by creating a comfortable and safe work environment for all employees through workplace inclusion and work-life balance [5]. When the workplace is designed and managed to create meaning for its employees, they tend to be healthier and happier [6]. Healthy and happy employees

tend to be more productive in the long term, producing superior products and services that better satisfy others [7].

PT Kereta Api Indonesia is committed to ensuring gender diversity as a key aspect of the company's employment policy [8]. The company believes that gender diversity not only improves quality but also strengthens the company's transparency in addressing diversity issues in the workplace [9]. This diversity fosters a more inclusive environment, enriches the exchange of diverse ideas and perspectives, and enhances innovative and problem-solving capabilities [10].

Thus, KAI is confident it can attract and retain the best talent, increase employee engagement, and drive higher company efficiency and performance [11]. PT Kereta Api Indonesia has taken the initiative to increase the proportion of women in the workforce and in leadership positions [12]. This is demonstrated by the proportion of female employees spread across all levels of management [13]. Based on employee diversity data within the KAI workforce, it appears that PT Kereta Api Indonesia has taken the initiative to increase the role of women in the workforce, including in managerial positions and STEM (Science, Technology, Engineering, and Mathematics) fields [14]. Although the percentage of women's involvement is still relatively small, at 5.53% of the total workforce and 0.9% in management positions, this indicates a move towards a more inclusive work environment [15]. From a workplace inclusion perspective, this data illustrates that KAI strives to provide equal opportunities for women to participate and develop at various levels of the organization. This inclusion creates a sense of acceptance, appreciation, and recognition, which ultimately increases employee happiness (workplace happiness) [1].

Research continues to demonstrate the existence of social exclusion and economic inequality in the workplace [2]. In the United States, a history of discrimination against certain racial or ethnic groups, women, individuals with disabilities, and older workers has led to the enactment of laws aimed at protecting these groups [3]. Therefore, the issue of inclusion in the workplace is receiving increasing attention, both in academic studies and professional practice [4]. This effort focuses on improving the work experience of employees who are vulnerable to discrimination due to their social identities, including people with disabilities [5].

Furthermore, previous research by Lynn M. Shorea, Jeanette N. Cleveland, and Diana Sanchez illustrates how organizations can improve inclusion in the industrial sector [6]. This research suggests reviewing other sectors. What distinguishes this research from previous studies is that there has been little research on PT KAI employees, particularly in Indonesia, particularly in linking the variables of workplace inclusion, work-life balance, and workplace happiness, particularly at PT KAI Tanjungkarang [7].

2. METHOD

2.1 Types of research

The type of research used in this study is causal research using quantitative techniques and a cross-sectional research design. Sekaran & Bougie define quantitative research as a scientific method whose data is in the form of numbers or figures that can be processed and analyzed using systematic mathematics and statistics. Causal research is a cause-and-effect relationship, resulting in a dependent variable and an independent variable. This study aims to determine the relationship between two or more variables, and to determine the effect of workplace inclusion and work-life balance on workplace happiness.

This study analyzes the effect of workplace inclusion and work-life balance on workplace happiness. The subjects of this study were employees of the Tanjungkarang Division IV office of PT Kereta Api Indonesia (Persero).

1. The independent variable is the variable that influences the dependent variable, either negatively or positively. The independent variable (X) in this study is workplace inclusion and (X2) work-life

balance.

2. The dependent variable is the variable that is influenced by the independent variable. The dependent variable in this study is workplace happiness.

2.2 Research Data Sources

Data collection aims to obtain accurate, valid, and reliable data that can be used in analysis and drawing conclusions. This method encompasses various techniques, such as surveys, interviews, questionnaires, observations, and experiments, which are selected based on the type of data needed and the research objectives. Selecting the appropriate data collection method is crucial to ensure that the research results align with the research questions and hypotheses proposed. Research begins with the development of a proposal and ends with the distribution of questionnaires and interviews for data collection purposes.

2.3 Operational Definition of Variables

According to (Sekaran & Bougie, 2016), an operational definition of a variable is a specific explanation of how a variable will be measured or operated within a research context. This definition is important because it provides clarification of what is meant by the variable and how data will be collected. In other words, an operational definition describes the concrete steps used to measure the variable, including the indicators and measurement tools to be used.

In this study, variables were measured using research instruments to evaluate their existence, then analyzed to identify relationships between them. The operational definition also provides an explanation of the indicators that make up each variable used.

2.4 Population and Sample

2.4.1 Population

Sekaran and Bougie define a population as a group of people, events, or interesting things that researchers wish to study. This population is the source of data taken for further research, with the aim of obtaining a generalizable picture or conclusion. Understanding the population helps researchers determine a representative sample, so that the research results can reflect the conditions that exist in a wider group. This population will be taken from the employees of the Lampung office of PT Kereta Api Indonesia (Persero). The population in this study is all employees working in the environment of PT Kereta Api Indonesia (Persero) Regional Division IV Tanjungkarang. All these employees, who cover various operational and administrative units and positions, serve as the basis for determining the research sample.

2.4.2 Sample

A sample is a subgroup or part of a population, consisting of several members selected from the population. Given the large population size, it is not possible to conduct research on all elements. Therefore, a representative sample was created. In this study, the sampling technique used was probability sampling with a proportionate stratified random sampling approach, where respondents were selected based on specific criteria. Appropriate sample selection is crucial for accurate and valid research results and for reflecting the characteristics of the population as a whole. This sample will be drawn from employees of the Tanjung Karang Division IV office of PT Kereta Api Indonesia (Persero). The determination of the sample size in this study refers to the statement by Hair et al. that the number of sample respondents must be adjusted to the number of statement indicators used in the questionnaire, assuming $n \times 5$ indicators to $n \times 10$ indicators. In this study, the number of questionnaire items was 36 statements used to measure three variables, resulting in a total of $36 \times 5 = 80$ respondents. Hair et al.,

also stated that the appropriate sample size ranges from 100-200 respondents, so that 80 respondents have met the requirements as the number of respondents in this study.

2.4.3 Sampling Method

The sampling method in this study uses non-probability sampling with a purposive sampling technique. The non-probability sampling method means that each element in the population does not have an equal chance of being selected as a research respondent. Meanwhile, the purposive sampling technique was chosen because the researcher determined the sample based on certain criteria that were considered capable of providing relevant information according to the research needs. In other words, this technique was not carried out randomly, but rather deliberately selecting individuals who met the predetermined criteria. In the context of this study, the sample used was employees of PT KAI Divre IV Tanjung Karang who met the requirements according to the research objectives.

2.5 Research Instrument Testing

2.5.1 Validity Test

Validity testing is a crucial step in research to ensure that a measurement instrument accurately measures what it is intended to. Validity can be tested through factor analysis and the KMO criterion. In this study, the questionnaire's validity will be tested through factor analysis, which measures how well the indicators in the questionnaire represent the variables being studied. The criteria for determining validity are the KMO (Kaiser-Meyer-Olkin) value and the factor loading value, which must be greater than 0.5. If these values are met, the instrument can be considered valid for further analysis.

2.5.2 Reliability Test

Reliability indicates how stable and consistent the instrument utilizes the variables. A questionnaire is considered stable if a person's answers to the questionnaire statements are consistent or stable over time. Therefore, the method used to test the questionnaire's reliability in this study was the Cronbach Alpha statistical test, where a variable is declared reliable if it produces a Cronbach Alpha value > 0.6 . If the value is less than 0.6, the questionnaire is not reliable.

2.5.3 Normality Test

According to a normality test is conducted to determine whether each variable is normally distributed. This test is necessary for conducting the f-test and t-test, which assume that the residual values follow a normal distribution. According to, decision-making can be based on probability (assuming significance), including:

1. If the probability is > 0.05 , the data is normally distributed.
2. If the probability is ≤ 0.05 , the data is not normally distributed.

2.6 Hypothesis Testing

Sekaran and Bougie define a hypothesis as a testable statement of the relationship between variables. Regression analysis is used to examine the direct influence of independent variables on the dependent variable. Regression allows researchers to assess the contribution of each independent variable in explaining variation in the dependent variable and identify which variable is most dominant.

2.6.1 T Test

The t-test is a test performed to determine whether there is a significant difference in the means for two groups on a variable of interest. This test allows researchers to compare the means of two groups or levels of a variable to evaluate whether the observed differences are statistically significant. The test is performed using a minimum t-test significance value of 0.05.

3. RESULTS AND DISCUSSION

This study employed a quantitative approach with a causal, cross-sectional design. This design was chosen because the study aimed to examine the influence of the independent variables, namely inclusion and work-life balance, on the dependent variable, workplace happiness. The population in this study was all employees at PT Kereta Api Indonesia Divre IV Tanjungkarang. The sample was determined using a non-probability method using a purposive sampling technique, where respondents were selected based on certain criteria, namely employees of PT Kereta Api Indonesia Divre IV Tanjungkarang.

A total of 193 respondents met the research criteria, drawn from a questionnaire distributed online via Google Forms. The research instrument was a closed-ended questionnaire structured based on indicators of workplace inclusion, work-life balance, and workplace happiness. Each question was measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was distributed both in person and online, adjusting for the conditions and accessibility of the respondents. The data obtained were analyzed using SPSS version 20.0 software. The analysis stages include validity, reliability, instrument, normality tests, and hypothesis testing through simple linear regression analysis.

3.1 Respondent Characteristics

The characteristics of the respondents in this study aim to provide a general overview of the demographic profile of the respondents involved. This information is important for understanding the context of the data obtained and ensuring that the respondents meet the research criteria. This information can be seen in Table 1 below.

Table 1. Respondent Characteristics

Respondent Characteristics	Category	Amount	Percentage
Jenis Kelamin	Man	83	43%
	Woman	110	57%
Age	< 20 year	5	2,6%
	20 year - 25 year	58	30,1%
	26 year - 30 year	86	44,6%
	31 year - 35 year	38	9,7%
	36 year - 40 year	4	2,1%
	41 year - 45 year	1	0,5%
	46 year - 50 year	1	0,5%
	> 50 year	0	0%
Marital status	Not married yet	111	57,5%
	Married	82	42,5%
Last education	Senior High School (SMA)	76	39,4%
	Diploma (D,D2,D3)	33	17,1%
	Bachelor (S, S2, S3)	84	43,5%
Employee Status	Permanent employee	68	87%
	Contract employees	25	13%
Years of service	1< year	23	11,9%
	1,1 - 2 year	35	18,1%
	2,1 - 3 year	75	38,9%

Respondent Characteristics	Category	Amount	Percentage
	3,1 - 4 year	47	24,4%
	> 4,1 year	3	6,7%
Income	< 1.000.000	0	0%
	1.000.000 - 3.000.000	28	4,5%
	3.000.000 - 5.000.000	98	50,8%
	> 5.000.000	67	34,7%

Source: Data processed by researchers (2025)

Based on the results of the questionnaire distribution, the characteristics of the respondents in this study showed a diverse composition. In terms of gender, 110 respondents were predominantly female (57%), while 83 were male (43%). In terms of age, the majority of respondents were in the 26-30 age range (86 respondents (44.6%)), followed by 20-25 year olds (58 respondents (30.1%)), and 38 (9.7%) aged 3-35. Meanwhile, other age groups had relatively small numbers. Based on marital status, 57.5% of respondents were single, while 82 respondents (42.5%) were married. In terms of educational level, the majority of respondents had a bachelor's degree (84 respondents (43.5%)), followed by high school graduates (76 respondents (39.4%)), and diplomas (33 respondents (7.1%)).

Judging from their employment status, the majority of respondents are permanent employees, namely 68 people (87%), while contract employees are 25 people (3%). Based on work period, the most respondents have a work period of 2.1-3 years as many as 75 people (38.9%), followed by a work period of 3.1-4 years as many as 47 people (24.4%), and 1.1-2 years as many as 35 people (8.1%). Respondents with a work period of 1 < year were recorded at 23 people (1.9%), while those with a work period of more than 4 years were 3 people (6.7%). From the income aspect, more than half of the respondents were in the income category of 3,000,000-5,000,000, namely 98 people (50.8%), followed by income above 5,000,000 as many as 67 people (34.7%), and income of 1,000,000-3,000,000 as many as 28 people (4.5%). There were no respondents with an income of less than 1,000,000 Rupiah.

Overall, these characteristics indicate that the majority of respondents were of productive age, had a relatively high level of education, and were predominantly permanent employees with sufficient tenure to understand the working conditions at the company. Therefore, respondents' perceptions regarding workplace inclusion, work-life balance, and workplace happiness were deemed relevant and could reflect the actual conditions in the work environment in this study.

3.2 Analysis of Questionnaire Tabulation Results

This section presents an analysis of the tabulated questionnaire results obtained from the study respondents. This analysis aims to provide an overview of respondents' perceptions of the study variables, including workplace inclusion, work-life balance, and workplace happiness. The data obtained from the questionnaire were then averaged to determine the tendency of respondents' responses to each statement item.

Table 2. Respondents' Responses to Inclusion in the Workplace

No	Question	Item	Mean
1	The company gives me the feeling that I am a member of it.	INK1	4,03
2	The company gives me the feeling that I am part of a team.	INK2	3,87
3	Perusahaan memberi saya perasaan bahwa saya cocok dan diterima di lingkungan kerja ini.	INK3	3,93
4	My company treats me well.	INK4	3,91
5	My company likes me.	INK5	3,92
6	My company appreciates me.	INK6	3,93
7	My company is happy with me.	INK7	4,01

No	Question	Item	Mean
8	My company cares about me.	INK8	3,88
9	The company allows me to be authentic.	INK9	3,90
10	My company gives me the freedom to be myself.	INK10	3,90
	My company allows me to express myself	INK11	3,88
12	My company gives me the opportunity to show myself as I am.	INK12	3,93
13	My company encourages me to be authentic.	INK13	3,93
14	The company encourages me to be myself.	INK14	3,91
15	The company encourages me to express myself freely.	INK15	3,92
16	My company encourages me to present myself openly and honestly.	INK16	3,98

Source: Data processed by researchers (2025)

Based on the table of respondents' responses to the workplace inclusion variable, it can be seen that most items had mean scores ranging from 3.87 to 4.03, indicating that respondents tended to agree with statements regarding inclusion in the workplace. The highest mean score was found in item INK1, which stated that the company makes employees feel like they are part of the organization. This indicates that the aspect of acceptance as organizational members was felt most strongly by respondents.

Furthermore, item INK7 also had a high mean score, indicating that employees feel the company is happy with their presence. Meanwhile, the lowest mean scores were found in items INK2 and INK11, indicating that although perceptions of inclusion were in the good category, there were still several areas for improvement, particularly regarding support for self-expression and feeling like part of a team.

Overall, the high mean score indicates that respondents had a positive perception of the implementation of inclusion in the workplace, including aspects of acceptance, self-esteem, and freedom to express personal identity in the workplace. These results can be concluded that the company has succeeded in creating an inclusive work environment, although some improvements are still needed in areas with relatively lower scores.

Table 3. Respondents' Responses to Work Life Balance

No	Question	Item	Mean
1	My personal life is disturbed because of work.	WLB1	3,89
2	My job makes my personal life difficult.	WLB2	3,85
3	I neglected personal needs because of work.	WLB3	3,87
4	I put off enjoying my personal time just to work.	WLB4	3,81
5	My work was disrupted due to personal matters.	WLB5	3,82
6	My personal life gives me positive energy to work.	WLB6	3,97
7	I learned things from my personal life that helped me in my work.	WLB7	3,80
8	The skills I use in my work are useful in my personal life.	WLB8	3,91
9	My work gives me a sense of accomplishment that makes my personal life more meaningful.	WLB9	3,93

Based on the data in Table 3 regarding respondents' responses to the work-life balance variable, the mean scores ranged from 3.80 to 3.97, indicating that respondents tended to agree with the statements. The highest mean score was found in item WLB6, which states that personal life provides positive energy for work. This indicates that the majority of respondents perceived a good balance between personal life and work, supporting each other.

Quite high mean scores were also seen in items WLB9 and WLB8, indicating that respondents felt that work provided a sense of meaningful accomplishment in their personal lives and that acquired work skills could be beneficial in their personal lives. This indicates that work is not merely a burden but also positively contributes to employees' personal lives.

On the other hand, the lowest mean scores were found in items WLB7 and WLB4, which relate to disruption of personal time due to work and learning from personal life for work. Although these scores still fall within the agree category, this indicates that respondents still perceive challenges in maintaining the boundary between personal needs and work demands.

Overall, these results indicate that respondents' perceptions of work-life balance are in the good category. This means that employees feel quite capable of balancing work responsibilities with personal needs, although there are still certain aspects that could be further optimized to prevent conflict between the two domains.

Table 4. Respondents' Responses to Workplace Happiness

No	Question	Item	Mean
1	At work, I get fair compensation..	WPH1	4,03
2	The company's organizational climate is good.	WPH2	4,02
3	The boss manages well.	WPH3	4,00
4	The organizational climate in my work unit is good.	WPH4	3,87
5	My tasks in the company are well designed.	WPH5	3,94
6	I enjoy my work.	WPH6	3,98
7	I have internal stability.	WPH7	4,00
8	I feel objectively good.	WPH8	3,95
9	I have professional stability.	WPH9	3,94
10	I enjoy doing my job well.	WPH10	3,89
11	Internal motivation for my work is high.	WPH11	3,90

Source: Data processed by researchers (2025)

Based on Table 4, regarding respondents' responses to the workplace happiness variable, the mean scores ranged from 3.87 to 4.03, indicating that respondents tended to agree and have a positive perception of workplace happiness. The highest mean score was found in item WPH1, which concerns receiving fair rewards. This indicates that the compensation or rewards employees receive are considered proportional and contribute to their level of happiness in the workplace.

Furthermore, high mean scores were also seen in items WPH2, WPH3, and WPH7, indicating that respondents assessed the company's organizational climate, the quality of their superiors' management, and their internal stability as favorable. This finding suggests that organizational and psychological factors have a significant influence on employee workplace happiness.

Meanwhile, the lowest mean score was found in item WPH4, which relates to perceptions of the organizational climate within the work unit. Although still in the good category, this item indicates that perceptions of happiness at the unit level may not be as optimal as perceptions at the organization as a whole. Other items, such as WPH10 and WPH11, also indicate that although respondents are happy and motivated at work, there is still room for improvement in aspects of intrinsic motivation and satisfaction with task completion. Overall, these results indicate that respondents have relatively high levels of workplace happiness. Employees feel valued, comfortable, and motivated at work, although several elements, such as a supportive work unit environment and consistent internal motivation, could still be improved to achieve more optimal levels of job happiness.

3.3 Instrument Test Results

3.3.1 Validity Test and Reliability Test

Validity testing aims to ensure that the research instrument is truly capable of measuring the expected concept or objective and assessing the effectiveness of strategies, instruments, and procedures in predicting a particular construct. Thus, a questionnaire can be declared valid based on the KMO test

if the resulting KMO value is above 0.50, the reliability test is used to ensure that the research instrument is free from bias and has consistency between items. According to Sekaran and Bougie, Because the data in the normality test obtained abnormal results, the reliability test used Spearman.

Table 5. Validity Test Results

Variabel	Item	Calculated r value	Table r value	Information
Inclusion	INK1	0,839	0,38	Valid
	INK2	0,849	0,38	Valid
	INK3	0,862	0,38	Valid
	INK4	0,848	0,38	Valid
	INK5	0,854	0,38	Valid
	INK6	0,841	0,38	Valid
	INK7	0,846	0,38	Valid
	INK8	0,859	0,38	Valid
	INK9	0,838	0,38	Valid
	INK10	0,845	0,38	Valid
	INK11	0,840	0,38	Valid
	INK12	0,848	0,38	Valid
	INK13	0,855	0,38	Valid
	INK14	0,869	0,38	Valid
	INK15	0,843	0,38	Valid
	INK16	0,862	0,38	Valid
Work Life Balance	WLB1	0,831	0,38	Valid
	WLB2	0,823	0,38	Valid
	WLB3	0,821	0,38	Valid
	WLB4	0,881	0,38	Valid
	WLB5	0,821	0,38	Valid
	WLB6	0,756	0,38	Valid
	WLB7	0,759	0,38	Valid
	WLB8	0,789	0,38	Valid
	WLB9	0,736	0,38	Valid
Workplace Happiness	WPH1	0,866	0,38	Valid
	WPH2	0,852	0,38	Valid
	WPH3	0,859	0,38	Valid
	WPH4	0,837	0,38	Valid
	WPH5	0,849	0,38	Valid
	WPH6	0,858	0,38	Valid
	WPH7	0,852	0,38	Valid
	WPH8	0,850	0,38	Valid
	WPH9	0,848	0,38	Valid
	WPH10	0,845	0,38	Valid
	WPH11	0,860	0,38	Valid

Source: Data processed by researchers (2025)

Validity testing was conducted to determine the appropriateness of the questionnaire items and their use as a research measurement tool. The test used the Pearson product-moment correlation technique with 193 respondents, resulting in an r-value of 0.38 at a 5% significance level. An item is considered valid if the calculated r-value is greater than the calculated r-value ($r\text{-value} \geq 0.38$).

Based on the data processing results, the Inclusion variable, consisting of six items (INK1-INK16), showed calculated r-values ranging from 0.838 to 0.886, all of which exceeded the r-value limit.

Therefore, all items in the Inclusion variable were declared valid and can be used to measure respondents' perceptions of inclusion in the workplace.

Furthermore, the work-life balance variable, consisting of nine items (WLB1-WLB9), had calculated r-values ranging from 0.736 to 0.831, all of which exceeded the calculated r-value. This indicates that all items in the work-life balance variable meet construct validity criteria, making it suitable for use in this study to measure the balance between respondents' work and personal lives.

For the workplace happiness variable, all items (WPH-WPH) also demonstrated a calculated r-value higher than the tabulated r-value, ranging from 0.837 to 0.866. Therefore, all statements in the workplace happiness variable are valid and accurately reflect the concept of happiness at work.

Overall, the validity test results for the three variables indicate that all questionnaire items are above the tabulated r-value (0.38), thus being considered valid. Therefore, all statements in this research instrument can be retained and used in subsequent analysis stages because they consistently measure the research variables and align with the theoretical constructs.

Table 6. Reliability Test Results

Variabel	Jumlah Item	Alpha Standard	Cronbach Alpha	Information
Inclusion	6	0,60	0,978	Reliable
<i>Work Life Balance</i>	9		0,948	Reliable
<i>Workplace Happiness</i>	11		0,971	Reliable

Reliability indicates how stable and consistent the instrument utilizes the variables. A questionnaire is considered stable if a person's answers to the questionnaire statements are consistent or stable over time. Therefore, the method used to test the reliability of the questionnaire in this study was the Cronbach's alpha statistic. A variable is considered reliable if it produces a Cronbach's alpha value > 0.6 . If the value is less than 0.6, the questionnaire is considered unreliable.

Based on the test results, the inclusion variable, consisting of six items, obtained a Cronbach's alpha value of 0.978. This value indicates that the instrument has a very high level of internal consistency and falls into the reliable category. Furthermore, the work-life balance variable, consisting of nine items, obtained a Cronbach's alpha value of 0.948, which is also well above the minimum reliability limit, thus being considered highly reliable. Meanwhile, the workplace happiness variable, consisting of 11 items, obtained a Cronbach's alpha value of 0.971, also indicating very strong internal consistency.

Thus, all research variables—inclusion, work-life balance, and workplace happiness—can be declared reliable, as each had a Cronbach's Alpha value above the established standard. This indicates that all items in the questionnaire are credible and suitable for further analysis in the study.

3.3.2 Normality Test

Table 7. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		193
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	1,50433718
Most Extreme Differences	Absolute	0,070
	Positive	0,070
	Negative	-0,054
Kolmogorov-Smirnov Z		0,968
Asymp. Sig. (2-tailed)		0,306
a. Test distribution is Normal.		
b. Calculated from data.		

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test, the research data (N) was 193 respondents. The table shows an Asymp. Sig. (2-tailed) value of 0.306. This value is the basis for determining whether the data are normally distributed. In statistical terms, data are considered normally distributed if the significance value (Sig.) is greater than 0.05. In the results shown, the significance value of 0.306 is greater than 0.05, thus concluding that the residual data in this study are normally distributed.

Furthermore, the Kolmogorov-Smirnov statistic (K-S Z) value of 0.968, with a residual mean value approaching 0.000, and a standard deviation value of 1.5043, further confirms the normal distribution of the data. Therefore, based on the results of the Kolmogorov-Smirnov test, it can be concluded that the research data meets the assumption of normality. This means that the data is suitable for use in further statistical analysis such as multiple linear regression, because it has fulfilled one of the basic assumptions of parametric tests.

3.4 Hypothesis Testing

Tabel 8. t-Test Analysis

Coefficients ^a				
Model		Standardized Coefficients	t	Sig.
		Beta		
	(Constant)		-1,009	0,314
	1. Inklusi	0,976	35,271	0,000
	2. WLB	0,014	0,494	0,622

A t-test was conducted to determine the partial effect of each independent variable on the dependent variable, workplace happiness. The t-test results showed that the inclusion variable had a t-value of 35.271 with a significance level of 0.000, indicating that inclusion has a significant positive effect on workplace happiness. This means that the better the inclusion in the workplace, the better the workplace happiness experienced by employees.

Meanwhile, the work-life balance variable had a t-value of 0.494 with a significance level of 0.622. Since the Sig. value is greater than 0.05, it can be concluded that work-life balance does not have a significant effect on workplace happiness in this study. This means that work-life balance is not a primary factor determining respondents' work happiness in the context of this study.

4. CONCLUSION

Levels of workplace inclusion, work-life balance, and workplace happiness were in the high category. The questionnaire tabulation results indicated that respondents had positive perceptions of all three study variables. Employees felt valued, accepted in the work environment, able to balance work and personal life, and experienced happiness at work.

Workplace inclusion had a positive and significant effect on workplace happiness. The results of the hypothesis test showed a significance value <0.05 and a positive regression coefficient, indicating that the higher the level of inclusion perceived by employees, the higher their level of work happiness. This indicates that involvement, acceptance, and belonging in the workplace are important factors in creating workplace happiness.

Work-life balance did not have a significant effect on workplace happiness. The test results showed a significance value greater than 0.05, indicating that this variable did not have a significant impact on employee work happiness. Although work-life balance was in the good category, it was not the primary determinant of workplace happiness in the context of this study.

The most dominant variable influencing workplace happiness was workplace inclusion. Based on the highest standardized beta value, inclusion made the largest contribution to workplace happiness compared to work-life balance. This shows that supportive work environment factors, acceptance, and appreciation have a stronger psychological impact on employee happiness.

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