

# Happiness at Work Viewed from Job Satisfaction and Perceived Organizational Support

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**Abstract:** This research aims to describe the effect of job satisfaction and perceived organizational support to happiness at work among employees. This study involved 95 employees PT POS Indonesia, Pekanbaru Branch Office. Data were collected by using the scale of job satisfaction, scale of perceived organizational support and the scale of happiness at work. Data analysis using multiple regression analysis. The results showed that job satisfaction and perceived organizational support increased the happiness at work of employees. Implications of this study that management are expected to increase happiness at work through improving the factors which influence job satisfaction and perceived organizational support.

## 1 INTRODUCTION

Happiness in life is a matter of hope in the lives of many people, even it seems that everyone craves a happy life (Diener, 2000). Humans must make an effort to get happiness. Efforts made between individuals with each other must be in accordance with the happiness that they want to achieve. For that reason, happiness cannot be achieved by someone without trying. No wonder people work hard to achieve happiness (Elfida, 2008). In defining happiness in general, it was divided into two points of view, namely the eudamonic point of view and the hedonic point of view. The eudamonic viewpoint sees happiness as a discussion that includes doing something good, morally correct, self-righteous, and can produce a significant positive impact, while a hedonic point of view, which was the perspective that sees happiness at work as a pleasant feeling and positive judgment (Ryff & Singer, 2008). According to Carr (2004), overall happiness depends on evaluating cognitive satisfaction in various domains of life such as family, work, regulation, and affective experience. Furthermore, Carr (2004), mentions eight domains of life to obtain happiness such as oneself, family, marriage, relationships, social environment, physical, work and education. Eddington and Shuman (2005), mention the domain of life in achieving happiness such as ourselves family, time, health,

finance, and work, thus the work is the domain of life to get happiness. Vanenberhge (2011), states that work is a source of happiness so that people can feel comfort in work (Vandenbergh, 2011).

Job satisfaction is an interesting and important problem because it was proven that employee job satisfaction has great benefits for the interests of individuals and companies. For individuals, research on the sources of job satisfaction brings up efforts to increase the happiness of their lives (As'ad, 2003). Furthermore, Keyes, Hysom and Lupo (2000), say that happiness at work can be enhanced by an effective supervisor. Supervisors who act effectively will generate trust and positive emotions in their employees. Uhl (2008), added that employees want managers who respect their opinions, they want their managers to recognize that employees also have a life outside of work and they want job flexibility that allows them to enjoy life. When managers do this, they contribute to their employees and employees feel that organization supports them.

Perceived organizational support refer to employee beliefs about the extent to which organizations value contributions and care for their well-being (Eisenberger, Huntington, Hutchison, & Sowa 1986; Foley, Ngo & Lui, 2005). Perceived organizational support will lead to extra work performance for employees. High employee performance will lead to better organizational support so employees feel the organization values their

contribution and cares for employee's welfare (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009).

In line with this, employee's perceptions of low organizational support can reduce employee involvement, and reduced employee involvement can lead to worse treatment for employees and perceived low support (Eisenberger, Fasolo, & Davis, Lamastro, 1990; Yamaguchi, 2001). When employees feel high organizational support it will direct employees to feel part of the organization and be proud of their organization so as to increase commitment to the organization (Aube, Rousseau, & Morin, 2007).

Perceived organizational support can also help in growing employee's self-esteem and affiliation needs (Armeli et al., 1998); then employee perceptions of organizational support are able to create a positive mood in employees (Eisenberger et al., 2001); reduce negative mood in the workplace (George et al, 1993); and reduce the stress experienced by employees at work (Cropanzano et al., 1997); In accordance with the discussion above, the researcher wants to find out whether there is an effect of job satisfaction and employee perceptions on organizational support upon happiness at the workplace of PT Pos Indonesia employees in the Pekanbaru Branch Office.

### 1.1 Happiness at Work

Diener & Diener (2008), explained that happiness at work can be interpreted as a feeling of enthusiasm for work, eager to come to work, have a good relationship with colleagues, show mutual dependence with other people or other fields in the workplace, have good work performance, can get along with other employees, are willing to cover or want to replace the work schedule of his friends when needed, work on a number of side projects that aim to improve the workplace, products, and services to the job.

Diener, Oishi and Lucas (2003), state that happiness or subjective well being has three important parts, first is a subjective assessment based on individual experiences, the second includes an assessment of the absence of negative affect, and the third is assessment of general life satisfaction. Diener, Oishi & Lucas (2003), stated that there are two general components in happiness at work, that is the cognitive dimension and the affective dimension.

### 1.2 Job Satisfaction

Job satisfaction is the result of workers' perceptions of how their work can provide something that is considered useful Luthans (2005). There are five aspects identified to represent job characteristics as

affective responses, namely: the work itself, salary, promotion opportunities, supervision and co-workers.

### 1.3 Perceived Organizational Support

Rhoades & Eisenberger (2002) explained that perceived organizational support was a general belief that employees recognize their assessment of organizational policies and procedures. This belief occurs through employees' experience of the organization's policies and procedures, the acceptance of resources and interaction with their organizational agents (for example, supervisors) and their perceptions of concern for employee welfare. According to Rhoades & Eisenberger (2002), perceived organizational support has three aspects, those are: Fairness, Supervisor Support and Organizational reward and job conditions.

## 2 HYPOTHESIS

The hypothesis in this study are:

- Job satisfaction have a positive role in happiness at work.
- Employee's perception of organizational support have a positive role in happiness at work.
- Job satisfaction and employee perceptions of organizational support together play a role as a predictor of happiness at work.

## 3 METHOD

### 3.1 Participants

The number of participants in this study were all permanent employees of PT Pos Indonesia Pekanbaru Branch Office, that was 95 employees.

### 3.2 Data Analysis

The measuring instrument used in this study was the scale of job satisfaction, the scale of employee perceptions of organizational support and the scale of satisfaction in the workplace. The validity of the measuring instrument used was content validity by consulting the contents of the scale in the form of item statements in expert judgment and construct validity through factor analysis. According to Hadi (2000), assessment using construct validity is used to see whether the items intended to measure certain factors

have really fulfilled their function in measuring the intended factors.

Factor analysis test begins with looking at the value of Keizer-Meyers-Olkin (KMO), which measures whether the sample is sufficient. Furthermore, construct validity is seen based on the factor weight value (loading factor) which shows the magnitude of the correlation between the initial variables and the factors formed. The construct validity is said to be good if the loading factor was greater than 0.5 (Santoso, 2002). The data analysis method used to test the hypothesis in this study was multiple regression analysis.

### 3.3 Happiness at Work Measurement Instrument

The instrument of measuring happiness at work was a scale that was arranged based on the dimensions of happiness according to Diener, Oishi & Lucas (2003), which consists of the cognitive dimension and the affective dimension. The Happiness at work Scale used five answer choices, namely Very Suitable (VS), Suitable (S), Neutral (N), Not Suitable (NS), and Very Unsuitable (VU). The rating for favorable items is a score of 1 for the Very Unsuitable (VU) choice, a score of 2 for the Not Suitable (NS), a score of 3 for the Neutral (N), a score of 4 for the Suitable (S) and a score of 5 for the Very Suitable (VS). As for the unfavorable item score 1 for the choice of Very Suitable (VS), score 2 for the choice of Suitable (S), score 3 for the choice of Neutral (N), score 4 for the option Not Suitable (NS) and score 5 for the choice Very Unsuitable (VU).

The results of factor analysis of the happiness at work scale showed that the cognitive dimension obtained KMO values of 0.783 and MSA values ranging from 0.732 to 0.867. Meanwhile the loading factor value ranges from 0.642 to 0.843. Furthermore, in the affective dimension, the KMO value is 0.746 and the MSA value ranges from 0.721 to 0.771. Meanwhile the loading factor value ranges from 0.670 to 0.870. Based on the results of factor analysis obtained 9 valid items with an alpha coefficient of 0.844.

### 3.4 Job Satisfaction Measurement Instrument

Job satisfaction measurement instrument in the form of a scale arranged based on aspects of job satisfaction according to Luthans (2005), which consists of five aspects, namely the work itself, salary, promotion, supervision and co-workers. This

scale uses a Likert model with five answer choices which are Very Suitable (VS), Suitable (S), Neutral (N), Not Suitable (NS), and Very Unsuitable (VU). The rating for favorable items is a score of 1 for the Very Unsuitable (VU), a score of 2 for the Not Suitable (NS), a score of 3 for the Neutral (N) choice, a score of 4 for the Suitable (S) and a score of 5 for the Very Suitable choice. (VS). As for the unfavorable item score 1 for the choice of Very Suitable (VS), score 2 for the choice of Suitable (S), score 3 for the choice of Neutral (N), score 4 for the option Not Suitable (NS) and score 5 for the choice Very Unsuitable (VU).

The results of the job satisfaction scale analysis showed that in the aspect of the work itself obtained an alpha coefficient of 0.637. The KMO value is 0.687, then the MSA value moves from 0.576 to 0.802. Meanwhile the loading factor value moves from 0.670 to 0.851. Furthermore, in the aspect of salary, the alpha coefficient value is 0.731. The KMO value is 0.653, then the MSA value moves from 0.630 to 0.666. Meanwhile the loading factor value moves from 0.690 to 0.764. In the aspect of promotion. Alpha coefficient value of 0.735. The KMO value is 0.689, then the MSA value moves from 0.663 to 0.693. Meanwhile the loading factor value moves from 0.603 to 0.774. Furthermore, in the aspect of supervision, the alpha coefficient is 0.804. The KMO value is 0.754, then the MSA value moves from 0.702 to 0.832. Meanwhile the value of the loading factor moves from 0.624 to 0.829, and finally on the scale of job satisfaction shows the aspect of co-workers, the alpha coefficient is 0.626. The KMO value is 0.698, then the MSA value moves from 0.659 to 0.750. Meanwhile the loading factor value moves from 0.603 to 0.778. Based on factor analysis, 21 valid items are obtained.

### 3.5 Perceived Organizational Support Measurement Instrument

The instrument for measuring perceived organizational support was in the form of a scale compiled based on aspects of perceived organizational support according to Rhoades & Eisenberger (2002) which consists of three aspects: fairness, supervisor support and organizational reward and job conditions. This scale also used a type of Likert scale with five answer choices, namely Very Suitable (VS), Suitable (S), Neutral (N), Not Suitable (NS), and Very Unsuitable (VU). The rating for favorable items is a score of 1 for the Very Unsuitable (VU), a score of 2 for the Not Suitable (NS), a score of 3 for the Neutral (N) choice, a score of 4 for the

Suitable (S) and a score of 5 for the Very Suitable choice (VS). As for the unfavorable item score 1 for the choice of Very Suitable (VS), score 2 for the choice of Suitable (S), score 3 for the choice of Neutral (N), score 4 for the option Not Suitable (NS) and score 5 for the choice Very Unsuitable (VU).

The results of the scale analysis of perceived organizational support shows that the fairness aspect of the alpha coefficient is 0.730. The KMO value is 0.711, then the MSA value moves from 0.665 to 0.778. Meanwhile the loading factor value moves from 0.518 to 0.772. Furthermore, on the supervisor aspect, the alpha coefficient value is 0.771. The KMO value is 0.765, then the MSA value moves from 0.735 to 0.821. Meanwhile the loading factor value moves from 0.636 to 0.798. And finally on the aspect of organizational reward and job conditions alpha coefficient of 0.633 KMO value was 0.595, then the MSA value moves from 0.580 to 0.637. Meanwhile the value of the loading factor moves from 0.644 to 0.757 Based on the results of factor analysis obtained 14 valid items.

#### 4 RESEARCH RESULT

Based on calculations using multiple regression analysis, there was an effect of job satisfaction on happiness at work with a coefficient of determination of 0.158 which means that the happiness variable in the workplace was influenced by job satisfaction by 15.8% and the remaining 84.2% was influenced by factors other than job satisfaction ( $r = 0.397$   $p < 0.01$ ).

In addition there was also the influence of perceived organizational support on happiness at work with a coefficient of determination of 0.087 which means that the happiness variable in the workplace was influenced by perceived organizational support by 8.7% and the remaining 91.3% was influenced by factors other than job satisfaction ( $r = 0.294$ ,  $p < 0.01$ ). Next job satisfaction and employee perceptions of organizational support together play a role in predicting happiness at work by 16.1% (coefficient of determination = 0.161) and the remaining 83.9% was influenced by other factors ( $r = 0.402$ ,  $p < 0.01$ ). The complete data can be seen in table 1.

Table 1: Results of regression analysis calculations

Variable	r/R	R <sup>2</sup>	Sign
1. Job satisfaction with happiness at work	0,397	0,158	0,000**
2. Perceived organizational support with happiness at work	0,294	0,087	0,004**
3. Job satisfaction and perceived organizational support with happiness at work	0,402	0,161	0,000**

\*\*P<0,0

#### 5 DISCUSSION

The results of the study show that job satisfaction affects happiness at work. This is in line with the results of Tait, Padget & Baldwin (1989), that happiness at work and job satisfaction were substantially correlated. Woei, Ming & Kuan (2007), added that job satisfaction affects happiness at work, where happiness was a direct result of job satisfaction.

There were several reasons that can explain the effect of job satisfaction on happiness at work. First, employees who feel more satisfied with the job will be more cooperative, more beneficial to their colleagues, more timely and efficient, have a feeling to stay in the company rather than dissatisfied employees, resulting in happiness at work. (Harter, Schmidt & Keyes, 2002).

Second, job satisfaction is also related to withdrawal behavior, employees who feel dissatisfied will perform various withdrawal behaviors in the company such as frequent absences from work or even high turnover in the company. In addition, job satisfaction is also related to other specific behaviors in the form of adaptation and coping mechanisms. Employees who can adapt well to their work will indirectly affect happiness in their workplace (Judge & Hulin, 1991).

Third, job satisfaction is one of the determinants of overall life satisfaction (Rode, 2004). Satisfaction with life is a construct of happiness so that job satisfaction also influences one's happiness (Diener, Oishi & Lucas, 2003).

Furthermore, based on testing of employee perceptions of organizational support with happiness at work shows employee perceptions of organizational support also affect happiness at work. This is in line with the research of Jain, Giga &

Cooper (2013), employee perceptions of organizational support influence happiness at work.

There are several reasons employee perceptions of organizational support influence happiness at work. First, employee perceptions of organizational support function as an important resource to reduce stress and work fatigue (Maslach, 1982). When an organization gives support to their employees, job stress decreases. Reduced job stress causes the level of employee confidence to increase. If this develops, it will certainly increase employee contributions. On the other hand if there is no support provided, the job stress level can increase, which can damage the function of employees in carrying out their work so that it affects their happiness at work (Malik & Saima, 2015).

Second, employee perceptions of organizational support play a role in meeting the socio-emotional needs of employees, increasing anticipation of assistance when needed, increasing self-efficacy and reducing stress, boredom, such as emotional fatigue which ultimately increases employee happiness at work (Kurtosis, Eisenberger, Ford, Bufardi, Steward, Adis, 2015)

Third, employees who believe that the organization supports them may have positive feelings for other aspects of their work (Blackmore & Kuntz, 2011). Furthermore, the supervisor's supportive behavior will increase employee happiness and help protect employees from tension, depression, emotional exhaustion and health problems (Greller, Parsons & Mitchel, 1992).

The results of next studies, based on testing the variables of job satisfaction and employee perceptions of organizational support with happiness at work showed that job satisfaction and perception of organizational support together became predictors of happiness at work. This research is in line with the research conducted by Ni & Wang (2015), employee perceptions of organizational support and job satisfaction have an effect on happiness at work.

## 6 CONCLUSION AND IMPLICATION

From the explanation above, it can be concluded that job satisfaction contributes to increasing happiness at work. In addition, employee perceptions of organizational support also have a role in increasing happiness at work. Job satisfaction and employee perceptions of organizational support together play a role as predictors of happiness at work.

The implication of this research is expected that the company can improve happiness at work for its employees through an increase in aspects of job satisfaction and employee perceptions of organizational support.

## 7 SUGGESTIONS

Based on the explanation of the research results above, there are several suggestions that can be submitted by the researcher:

- Looking at the contribution of the variables of job satisfaction and employee perceptions of organizational support for increasing happiness at work which is relatively low at 16.1%, then for further researchers it is necessary to explore to obtain other variables that have a much greater contribution to increasing happiness at workplace.
- With evidence that job satisfaction and employee perceptions of organizational support together have a role as predictors of happiness at work, it is expected that the organization / company will pay more attention to efforts to improve employee satisfaction and perception of organizational support so as to increase happiness at work for its employees. which will ultimately have an impact on improving the performance of the organization/company.

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