

## How does Happiness at Work Affect Employee Performance in the Head Office of BKKBN?

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### Abstract

This study aims to determine the extent of the role of happiness at work in improving employee performance in the head office of BKKBN, both directly and indirectly. The approach of research uses quantitative methods. Primary data were collected by distributing questionnaires. Analysis of data processed by descriptive analysis and inferential analysis using the structural equation model to 200 respondents data. The results showed that happiness at work had not directly affect employee performance, but when the relationship was mediated by work motivation there was a positive effect between happiness at work on employee performance.

**Keywords:** happiness at work, work motivation, employee performance

### 1. INTRODUCTION

We generally think that we have to work hard to achieve success, and then we can achieve happiness after being successful. But if the concept is reversed, happiness can drive success is also not something wrong. [Achor \(2010\)](#) states that happiness is what drives a person to achieve success. This is in line with [Carr et al. \(2003\)](#) statement which states that every individual naturally feels comfortable when he/she is in a happy condition and has a tendency to be in a positive psychological condition which is characterized by a high degree of life satisfaction, positive affect, and a low degree of negative affect. Employees' positive affect had a positive effect on both their sense of well-being and job performance, there was a highly significant positive correlation between person-job fit and well-being, and both well-being and person-job fit had positive effects on job performance ([Lin et al., 2014](#)).

Based on previous theories and studies, it can be seen that happiness at work can improve employee performance [Rego and Cunha \(2008\)](#) state that happiness is a tool that can maximize the improvement of personal quality and employee performance. [Bataineh \(2019\)](#) also stated Happiness at Work has an effect on employee performance. Furthermore, happiness at work is defined as a condition that contributes positively to

the productivity of an organization ([Spector, 1997](#)); [Lee et al. \(2000\)](#). So that when employees in an organization are happy at work, the productivity of the organization will also increase.

Besides being able to improve employee performance, happiness at work is closely related to millennial behavior, which is currently starting to dominate the labor market. For millennials, it's important for them to work where they want to be and to do what they really love to do. If they feel trapped in a job that is not what they want, they will move quickly to find a more suitable job ([Schaffer, 2015](#)). So that it can be seen that millennials have a tendency to look for things that will make them comfortable and happy at work.

Millennial is a generation born between 1980 and 2000. Various studies state that millennials are beginning to dominate the global labor market. In Indonesia, based on data obtained from the Central Bureau of Statistics' Socio-Economic Survey (Susenas) in 2017, it shows that the number of millennials is more dominant than other generations, which is 33.75% of the total population of Indonesia ([KemenPPPA, 2018](#)). Badan Kependudukan dan Keluarga Berencana Nasional (BKKBN)/ National Family Planning Coordinating Agency as a government agency has also begun to enter this phase. This can be seen in [Table 1](#) which describes the composition of the head office of BKKBN employees based on age levels.

Based on [Table 1](#), the composition of employees in the head office of the BKKBN environment is currently dominated by Millennials (21-30 and 31-40 age groups) with a total of 387 employees or 57.5 percent of the total number of employees.

Apart from happiness at work, another variable that has a positive relationship with performance is work motivation.

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Table 1: Number of BKKBN employees

No	Age Level	Number of People
1	21-30	91
2	31-40	296
3	41-50	143
4	51-60	136
5	>60	7
<b>Total</b>		<b>673</b>

Source: BKKBN Personnel Bureau

Aprianto (2016) stated that work motivation has a positive and significant effect on performance. Furthermore, Robbins and Judge (2012) define motivation as a process that takes into account the intensity, direction, and persistence of efforts to achieve a goal". Intention can be defined as how often someone tries, which is followed by a clear direction to focus on organizational goals, accompanied by persistence to maintain these efforts. In this study, work motivation acts as a mediator variable that mediates the relationship between happiness at work and employee performance.

Happiness at work and work motivation are chosen in this study based on efforts to strengthen employee performance in order to improve organizational performance, which currently still has a red record. Because as stated by Ulrich (1998) employee performance will affect group performance and later will affect overall organizational performance.

Following are the results of the BKKBN performance evaluation that still need to be addressed, namely: (1) the results of 2019 self-assessment of the implementation of bureaucratic reform, which is an instrument to measure the progress of the implementation of bureaucratic reform of government agencies in Indonesia, are still below the target of the national bureaucratic reform index. (2) The results of the evaluation of the implementation of the Government Agency Performance Accountability System, which is a measure to realize effective and efficient budget management, obtained a value of 66.17 from the weighting of 100. Although in general, the level of effectiveness and efficiency of budget used in the BKKBN has been running well, there were still many things that need to be addressed. Especially in the performance measurement component

## 2. LITERATURE REVIEW

### *Happiness at work*

Every individual naturally feels comfortable when he/she is in a happy condition and has a tendency to be in a positive psychological condition which is characterized by a high degree of life satisfaction, positive affect, and a low degree of negative affect Carr et al. (2003). The high level of a positive effect then moves a person to be able to provide positive values for their performance. This concept of happiness is then applied in the world of work which is often called happiness at work.

Happiness at work is a positive feeling that an individual has at any time of work because the individual knows, manages, and influences the world of work so that he/she is able to maximize performance and provide satisfaction for himself/herself at work Pryce-Jones (2010). Bataineh (2019) also stated happiness at work has an effect on employee performance. Furthermore, happiness at work is defined as a condition that contributes positively to the productivity of an organization (Spector (1997); Lee et al. (2000)). So that when employees in an organization are happy at work, the productivity of the organization will also increase. Garcia (2019) explains happiness at work in two dimensions, namely the dimension of the work environment and the second concern to the intrinsic factors of workers. The two dimensions are then developed into 11 reliable and valid scales to measure employee happiness at work.

### *Work motivation*

According to Robbins and Judge (2012) motivation is defined as a process that takes into account the intensity, direction, and persistence of efforts to achieve a goal. Intention can be defined as how often someone tries. However, high intensity will not produce satisfactory performance if the effort is not focused and leads to organizational goals. And the last is persistence, which is a measure of a person's ability to maintain his/her effort in order to achieve goals. Moore (2007) defines work motivation as the enthusiasm and positive attitude that employees feel about work. Gibson (1995) argues that motivation is something that encourages individuals to do an action, both factors that come from within and from outside the individual. Amabile et al. (1994) then explain further the orientation that exists in work motivation both from within (intrinsically) and from without (extrinsic).

Measurement of work motivation in this study was developed from the understanding of Robbins and Judge (2012) regarding work motivation which takes into account intensity, direction, and persistence. These three things are then reduced to dimensions of work motivation, which are then translated into indicators that reflect work motivation.

### *Employee Performance*

Performance is the amount of energy and effort spent by individuals for the organization Robbins and Judge (2012). According to Byars and Rue (2011) performance is a person's willingness to carry out his/her responsibilities in an organization in order to achieve organizational goals.

Aguinis (2009) states that performance has two dimensions of measurement, namely task performance, and contextual performance. Task performance is the activity of changing input into output in an organization's activities. Task performance activities are based on the skills and abilities of an individual in the group so that the organization runs effectively and efficiently. Task performance can be seen in the quantity, quality, and time of work implementation. Meanwhile, contextual performance is a performance that is assessed based on the behavior of employees in the organization. Contextual performance can be seen from the personality of employees in carrying out

activities, compliance with applicable regulations in the organization, and high integrity.

### Research Hypothesis

Based on the review and theoretical framework, the researcher then builds a hypothesis about the relationship between happiness at work, work motivation, and employee performance variables, both in the context of direct relationship between variables and indirect relationship through mediating variables. These are four hypotheses were built in this study:

Every individual naturally feels comfortable when he/she is in a happy condition and has a tendency to be in a positive psychological condition which is characterized by a high degree of life satisfaction, positive affect, and a low degree of negative affect (Carr et al., 2003). With a high level of positive affect, it is expected to provide positive values for performance.

Bataineh (2019) stated happiness at work has an effect on employee performance. Based on this research, it is concluded that happiness is a tool that can maximize the improvement of personal quality and employee performance.

Based on this, the first hypothesis ( $H_1$ ) is determined, namely:

$H_1$ : There is a positive and significant influence between happiness at work on employee performance.

Currently, many organizations are trying to increase work motivation in order to improve employee performance. Motivation is often used as a mediator to explain the relationship between a variable on performance. Although no previous research has found that explains the relationship between happiness at work and performance through work motivation, there are several studies that link work motivation as a mediating variable to performance. For example, in a study entitled “The Mediation of Work Motivation on the Effects of Work Discipline and Compensation on Performance Batik MSMEs Employees in Yogyakarta City, Indonesia” (Efendi et al., 2020). The purpose of this study is to determine the mediation of work motivation on the effect of work discipline and compensation on employee performance. The result shows that work motivation mediates the relationship between work discipline and compensation for employee performance.

Çetin and Askun Celik (2018) describe the relationship between occupational self-efficacy on performance through intrinsic motivation. The results of the multilevel analysis show that occupational self-efficacy and intrinsic motivation have a significant effect on performance, and intrinsic motivation serves as a partial mediator in this relationship. By considering the theoretical review and results of previous research, the Second Hypothesis ( $H_2$ ) is:

$H_2$ : There is a positive and significant influence between happiness at work on employee performance through work motivation.

### Analysis Model

Based on the theoretical framework and hypotheses that have been described previously, an analysis model is prepared that describes the relationship between variables. The following is the relationship between the variables of happiness at work, work motivation, and employee performance.

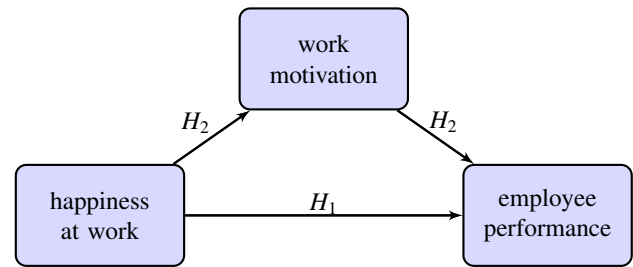


Figure 1: Dual Pathway Creativity Model

## 3. METHODS

The research approach used in this research is to use quantitative research methods. In quantitative research, theoretical paradigms will be used to guide researchers to find research problems, hypotheses, concepts, methodologies and then find data analysis tools (Bungin, 2005). This study intends to explain the position of the variables studied and the influence between one variable and another. So that it can be seen the effect of happiness at work, work motivation, and employee performance, both indirect relationship between variables and a direct relationship.

Data collection is done by collecting primary and secondary data. Primary data is data that is directly obtained from the first data source at the research location or research object (Bungin, 2005). Researchers obtained primary data through a survey method using a questionnaire consisting of 28 statement items that have been compiled based on the indicators of each variable. Meanwhile, secondary data in this study were obtained from regulations related to bureaucratic reform, performance accountability, employment documents within the BKKBN, PM-PRB Results Report 2019, SAKIP Evaluation Report 2019, textbooks, journals, and scientific articles related to the issue researched.

The focus of the research was carried out at the head office of BKKBN, which consists of seven Echelon I Work Units, namely the Main Secretariat (Sestama), Main Inspectorate (Irtama), Deputy of Population Control (Dalduk), Deputy of Family Planning and Reproductive Health (KBKR), Deputy of Prosperous Family and Family Empowerment (KSPK), Deputy of Advocacy, Movement and Information (ADPIN), and Deputy of Training, Research, and Development (Latbang).

The population is a collection of all elements in which the researcher can draw conclusions, while the sample is part of the population and can be representative of the population (Cooper and Schindler, 2014). The population in this study was Civil Servants (PNS) who worked in the head office BKKBN with a minimum working period of one year, consists of 631 civil servants. In order to be able to photograph the characteristics and reflect the population accurately, in this case, the employees in the head office BKKBN environment related to happiness at work, work motivation, and employee performance, this study uses a total sampling technique, by taking the entire population as the research sample.

Before further research is carried out, first a pre-test is car-

ried out which aims to test the feasibility of the research questionnaire. The pre-test was carried out by distributing initial questionnaires to 30 civil servants in the head office BKKBN environment. The validity test of the pre-test questionnaire was carried out using the factor analysis method. Factor analysis used to test the validity of research instruments is by using the value of the Kaiser-Meyer-Olkin Measures of Sampling Adequate (KMO-MSA), Barlett’s Test of Sphericity (BTS) in the KMO and Barlett’s Test Table, and Anti-Image Correlation in the Anti-Image Matrices Table. The variable indicator is declared valid if the KMO-MSA value is  $\geq 0.6$ , the BTS value is  $>0.05$ , and anti-image correlation value is  $\geq 0.5$ . Meanwhile, to determine the reliability of the research instrument was carried out using the Cronbach- $\alpha$  value. An indicator is declared valid if the value of Cronbach- $\alpha \geq 0.6$  (Hair, 2014). The results of the validity test showed that the indicators stated in the questionnaire are all valid, so there is no need to reduce them, as stated in Table 2.

Table 2: Validity Test Results

Variables		KMO MSA	BTS	Anti Image Correlation	Exp.
Happiness at Work		0.713	0	>0.5	Valid
Work Motivation		0.817	0	>0.5	Valid
Employee Performance	Per-	0.731	0	>0.5	Valid

Source: Data processed

Table 3: Reliability Test Results

Variables	Cronbach- $\alpha$ ( $\geq 0.60$ )	Explanation
Happiness at Work	0.902	Reliable
Work Motivation	0.913	Reliable
Employee Performance	0.884	Reliable

Source: Data processed

Based on the data collected through the pre-test, it can be seen if all of these variables are included in the reliable category with all Cronbach- $\alpha$  values above 0.60. Therefore, all indicators as outlined in the questionnaire were declared eligible for use in further research.

Data analysis was performed using the structural equation modeling approach with the partial least square (SEM-PLS) method. Data processing using SEM is based on a research model that has relationships between variables that occur simultaneously, where one dependent variable will become the independent variable in the next relationship. This analysis model applies to this study, in the work motivation variable which is the dependent variable of happiness at work and is an independent variable for the employee performance variable.

#### 4. ANALYSIS AND DISCUSSION

Descriptive analysis in this study describes the characteristics of respondents who are seen based on the frequency and percentage of age, gender, latest education, duration of work as a civil servant in BKKBN, position, and work unit. To map the characteristics further, the researcher cross-tabulated the data on the characteristics/identity of the respondents with latent variables. Meanwhile, to interpret the attitude of the respondents to the measured variable, the mean score is used. The average value is then grouped into an interval scale to see the tendency of the respondent’s attitude towards the statement.

The interval scale in this study consists of five classes with a scale range of 0.8. Work Motivation and Employee Performance Variables have interpretations ranging from "Very Low", "Low", "Medium", "High", to "Very High". Meanwhile, the Happiness at Work variable has interpretations of "Unhappy", "Less happy", "Fairly Happy", "Happy", and "Very Happy" for the five classes from the lowest to the highest level. The average value of respondents’ perceptions on each variable can be seen in Table 4.

Table 4: Mean Score Test Results

Variables	Mean Score	Category
Happiness at Work	3.774	Happy
Work Motivation	3.949	High
Employee Performance	4.131	High

Source: Data processed

The results of the mean score per indicator test show mixed results. However, most employees have a positive perception, so the mean score on the work motivation variable and performance is in the high category, and in the happy category for the happiness at work variable.

However, when cross-tabulation was carried out between the characteristics of age and length of work at the BKKBN against each of the latent variables as stated in Table 5, it was found that there were respondents who gave the lowest score. Happiness at Work is the variable with the lowest score. This certainly affects the achievement of the mean score on this variable, so that happiness at work has the smallest mean score compared to other variables.

Cross-tabulation of the age level category of work motivation shows that employees aged 31-50 years are those who have high motivation to work. For the cross-tabulation category for a long time working at BKKBN, those who have long worked at BKKBN have high intensity, direction, and persistence.

Employee performance is the variable that gets the highest mean score, as 4.131. Because this variable gets the highest value from the respondents, as 73 respondents (36.5%) and the least gets the lowest score. It is inversely proportional to the happiness at work variable which only received the highest score out of 42 employees (21%) and the most score was the lowest.

The measurement model is a model that represents the relationship between latent variables and their indicators. Accord-



Table 5: Crosstabulation of Age and Length of Work in BKKBN with Latent Variables

Category	Happiness at work					Work Motivation					Employee Performance						
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V		
Age (year)	21-30	1	1	5	5	1		6	7				1	10	2		
	31-40	3	2	21	86	20		2	16	75	39		2	7	76	47	
	41-50	2	1	7	15	11	2		3	18	13	1		2	19	14	
	51-60				9	9				10	8				9	9	
	> 60					1					1					1	
<b>Total</b>	<b>6</b>	<b>4</b>	<b>33</b>	<b>115</b>	<b>42</b>	<b>2</b>	<b>2</b>	<b>25</b>	<b>110</b>	<b>61</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>114</b>	<b>73</b>		
Duration of work (year)	5-Jan	1	1	6	11	1			5	14	1			1	18	1	
	10-May	1	1	17	42	17			1	9	49	19			5	47	26
	>10	4	2	10	62	24	2	1	11	47	41	1	2	4	49	46	
<b>Total</b>	<b>6</b>	<b>4</b>	<b>33</b>	<b>115</b>	<b>42</b>	<b>2</b>	<b>2</b>	<b>25</b>	<b>110</b>	<b>61</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>114</b>	<b>73</b>		

Source: Data processed

ing to Hulland (1999), a good measurement model must meet three criteria, namely reliability, convergent validity, and discriminant validity.

Testing the convergent validity of latent variables is done by looking at the Average Variance Extracted (AVE) value. The measurement model is stated to have convergent validity if it has an AVE value ≥ of 0.5, meaning that if AVE is equal to 0.5 or more, it means that the model is good (Wong, 2013).

Meanwhile, to measure the internal consistency of the measuring instrument, a reliability test was carried out by looking at the composite reliability value. The model has declared reliable if it has a composite reliability value above 0.7 (Hair, 2014) and Cronbach-α ≥ 0.6.

Figure 2 shows the structural model of the study, which shows that all indicators in each construct have a factor loading above 0.5. The results of cross-loading between indicators of different constructs are not greater than the loading factor on the indicators of variables HW, MK, and KP. So that this model is declared to meet the requirements of discriminant validity.

Table 6: Convergent Validity and Reliability Test Results

Construct	AVE	Comp. Reliability	Cronbach-α
Happiness at Work	0.624	0.948	0.94
Work Motivation	0.609	0.933	0.919
Employee Performance	0.696	0.948	0.936

Source: Data processed

Based on Table 6, it can be concluded that the outer model of this study also meets the requirements of convergent validity and reliability. Because both the AVE value, composite reliability, and Cronbach-α meet the minimum value requirements.

The structural model analysis was conducted to examine the relationship between exogenous latent variables and endogenous latent variables, as well as the role of mediation in the model stated in the hypothesis. Inner model testing in this study

was carried out by calculating the value of R<sup>2</sup> and the Goodness of Fit Index (GoF).

Table 7: R<sup>2</sup> Test Results

Construct	R Square	R Square Adjusted
Work Motivation	0.624	0.622
Employee Performance	0.498	0.492

Source: Data processed

R<sup>2</sup> test results of 0.624 on the construct of work motivation indicate the influence of happiness at work variable on work motivation by 62.4%, the remaining 37.6% is explained by other variables outside of it. While the employee performance construct has an R<sup>2</sup> value of 0.498, which means that the work motivation variable acts as an exogenous latent variable and affects employee performance by 49.8%, the remaining 50.2% is influenced by other variables outside of work motivation.

The next test is done by calculating the GoF value. GoF analysis is carried out to validate the overall model. The GoF value is obtained from the square root of the average AVE multiplied by the R<sup>2</sup> (Tenenhaus et al., 2004).

$$\overline{AVE} = (\overline{HW} + \overline{MK} + \overline{KP})/3$$

$$\overline{R^2} = (R^2MK + R^2KP)/2$$

$$GoF = \sqrt{\overline{AVE} \cdot \overline{R^2}} = 0.600$$

A GoF value of 0.600 indicates that the model is fit or has a high level of conformity.

The hypothesis testing is done by looking at the path coefficient value, p-value, and t-statistic. The following are the path coefficient values, p-value, and t-statistic in both the direct relationship and the indirect relationship which includes the mediating variables.

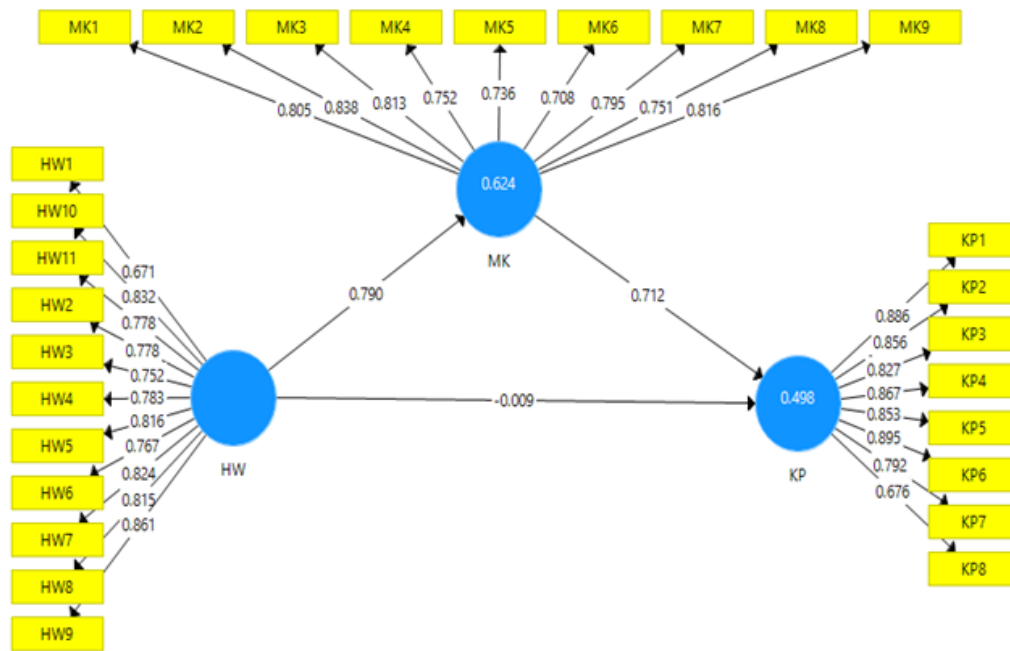


Figure 2: Structural Model

Table 8: Hypothesis Test Results

Ha	Ekso.	Endo.	Med.	Path Coefficient	p-value	t-stat.
H <sub>1</sub>	HW	KP	-	-0.009	0.927	0.092
H <sub>2</sub>	HW	KP	MK	0.562	0	7.745

Source: Data processed

The first hypothesis testing to explain the direct effect between happiness at work as an independent variable on employee performance as the dependent variable. The path coefficient value that shows the magnitude of the influence between variables has a negative value and a probability value at a p-value of 0.927 and a t-statistic value of less than 1.96. It can be concluded that H<sub>1</sub> is also rejected and H<sub>0</sub> is accepted. It can be concluded that there is no significant positive effect between happiness at work on employee performance.

The results of this study contradict the results of previous studies which mostly show a positive relationship between happiness and employee performance, as was done by Rego and Cunha (2008) which stated that happiness is a tool that can maximize the improvement of personal quality and employee performance, and Bataineh (2019) also stated happiness at work has an effect on employee performance.

The second hypothesis testing is what tests the influence of happiness at work on employee performance through work motivation as a mediating variable which is a test of indirect influence. If the direct relationship between happiness at work on employee performance shows a negative path coefficient, when the two variables are mediated by the work motivation variable,

the path coefficient value in this indirect relationship becomes 0.562 and the probability value is 0.000. These results indicate that work motivation can mediate the relationship between happiness at work and employee performance. The t-statistic value in this relationship is 7,745 which indicates a significant effect. So that overall it can be explained that the work motivation variable is able to significantly mediate the relationship between happiness at work variable and employee performance. This is caused by there is a significant positive effect between happiness at work on work motivation, and between work motivation on employee performance.

The direct effect between happiness at work on work motivation had a path coefficient of 0.790 and a probability of 0.000 indicate a positive effect, t-statistic value which shows the significance of the relationship is greater than 1.96, which is 17,767. Likewise, the indirect effect between work motivation on employee performance, the path coefficient value that shows the magnitude of the influence between latent constructs has a value of 0.712 with a p-value of 0.000, and the t-statistic value is 7,731.

It can be concluded that H<sub>2</sub> is accepted, and there is a significant positive influence between happiness at work to employee performance through work motivation. There are several limitations in this article, which can be used as input for further research: 1. This research was conducted at the head office of BKKBN, which consisted of 7 (seven) Echelon I work units, 29 Echelon II work units, but did not involve working units at the provincial level or KB technical advisors in the field who were in direct contact with the community. 2. The level of participation in filling out the questionnaire was not satisfactory. The questionnaire was distributed through the google form platform to all civil servants in the head office BKKBN with a total sam-

ple of 631 employees. However, the participation rate was only 207 employees, with 7 (seven) of whom did not match the qualifications of the research sample because the working period at BKKBN was less than one year. So that data processing is only carried out on 200 incoming primary data.

## 5. CONCLUSION

Based on the descriptive analysis of each latent variable through measuring the mean score, it can be concluded that in general, employees have a good perception of happiness at work, work motivation, and employee performance with all scores in the high / happy category. However, there are still respondents who give answers in the lowest class range. Even though the number is very small, this should be a concern, especially in the happiness at work variable, which gets the lowest score and has the smallest mean score compared to work motivation.

From the results of the inferential analysis, it can be seen that the outer model in this study has met the requirements of reliability, convergent validity, and discriminant validity. Whereas in the inner model, it is also declared as fit or has a high level of conformity.

Hypothesis test results indicate that the variable happiness at work does not have direct effect on employee performance. While in the direct relationship between happiness at work on work motivation, there is a positive effect. Likewise, in the direct relationship between work motivation which acts as an exogenous variable to the endogenous variable of employee performance, there is a positive relationship with the endogenous variable of employee performance.

If in the direct relationship between happiness at work on employee performance there is no effect, but when mediated by work motivation, happiness at work has a positive effect on employee performance. So that the role of happiness at work in influencing employee performance cannot be done directly, but must involve work motivation as a mediating variable.

It can also be interpreted that high happiness at work does not necessarily improve employee performance, but high happiness at work can increase work motivation, which will also have an impact on improving employee performance.

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