

# Analytical of Factors Determinants of Happiness at Work Case Study on PT. PLN (Persero) Region Suluttenggo, Sulawesi, Indonesia

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## Abstract

The aim of this study was determine what the factors determinant of happiness at work. The population in this study was employees of PT PLN (Persero) Region Suluttenggo, Sulawesi, Indonesia in various levels. The number of population was 1418 employees. The number of samples was 279 respondents. This study used stratified random sampling. The results formed six main factors, there were (1) Employee Performance (vocational, skills, seriousness, responsibility, punctuality, productivity), (2) Organizational Culture (harmonization in the workplace, employees of the most important assets, mutual trust with co-workers, mutual trust between superiors and subordinates, honesty), (3) Organizational Trust (commitment, capability, ability, consistency of human resources), (4) Job Satisfaction (promotions, motivation, salary, support colleagues), (5) Leadership Behaviour (trustworthy leader, the leader as co-workers, leaders as subordinates, leaders as what to say), (6) Individual Characteristics (enjoys the work, carry out the work without objection, feel comfortable with the job, a dream job).

**Keywords:** Happiness, Performance, Culture, Organization, Satisfaction.

## 1. Introduction

In the globalization era, organizations face a very tight competition, openness, and speed. Factors of economic, political, social, and technology cause to change and adapt in competitiveness conditions. Therefore the organization requires a framework to change from the existing ones to succeed. This situation causes the essential of employee for the success of an organization. Employees are required to be knowledgeable and skilled, they must have a good attitude and be responsible for the organization, must be enthusiastic, quick to adapt to changes, able to work with others, and work with happy.

Why do employees work with a happy to say important? Over the years, the topic of happiness at work is less explored. More research focused on unhappiness aspects, such as depression, anxiety, stress, and emotional disorders. However, it has been improved and now there are many studies about subjective well-being (SWB) a term used as a synonym for happiness (Furnham & Cristoforou, 2007). Compared with employees who are not happy, happy employees are more willing to help co-workers and customers, have better performance, be able to do more of the work itself, has a high loyalty to the organization.

According Akhor (Alipour, 2012), when people feel helpless in their life, they do not just give up in one area, but they often get a lesson and apply it to other situations. They convinced that one of the dead end of path is evidence that all other paths may also be a dead end. Then, this helplessness started to penetrate all areas of their working lives, and often seeps into their personal lives, and out of control. The end result of this negativity is declining productivity.

The next question is “do happy employees to do the job has a positive impact on the performance of the company? Tom Wright of the University of Nevada and Russell Cropanzano from the University of Arizona stated that employees who work with a happy showed superior performance. In addition, they showed that a happy employee is more sensitive to the opportunities in the workplace, more open and help co-workers, and more optimistic and confident.

According to Tseng (2009), happy at work and a good attitude to the organization is important because it may lead to efficiency and organizational goals can be achieved. High performing organization should not be bothered with poor morale, low productivity, and even strikes. Growing organization is an organization with employees who are happy, enthusiastic, ready to defend the employer, attention to co-workers, and percept the management as a family.

Alipour (2012) have shown that a happy employee will most likely create a happy experience for the customer. US News & World Report wrote 68% of customers stop visiting places of business because of negative attitudes or indifference to them by employees. Managers who do not handle employee unhappiness indirectly cause them to lose their customers.

Undoubtedly, environmental factors have been shown to have a strong effect on happiness, such as routine work, money, and leisure activities. However, some researchers have concluded that personality is a

greater determinant of happiness rather than race, social class, money, relationships, work, recreation, religion, or other external variables (Diener et al., 1999). Various studies have examined the relationship of personality traits with happiness and produce consistent findings. Extraversion and Neuroticism has been repeatedly found to be the strongest predictor of the level of happiness (Argyle & Lu, 1990; Brebner, 1998; Francis, 1999; Francis et al, 1998; Myers & Diener, 1995). Eysenck (1983) noted that "Happiness is a thing called extraversion stable". The positive effects of happiness were easily to socialize with nature and fun interacting with other people. Therefore, it is reasonable if happiness can be associated with extraversion. The concern and anxiety create a negative impact on happiness, can easily be seen that the instability and neuroticism also connected to unhappiness.

The aim of this study was to explore the determinants of happiness at work as the development of studies that have been done by Argyle (1990); Diener (1999); Eysenck (1983); Myers and Diener (1995); Seligman & Csikszentmihalyi (2000); Vitterso & Nilsen (2004). Respondend of this study is the employees of PT PLN (Persero) Region North Sulawesi, Central, and Gorontalo (*Suluttenggo*).

PT PLN is one state-owned company that provides electricity-power to the people of Indonesia. Some time ago, the condition of this company get political pressures and social pressures that making in less favorable working environment. This causes the employee's performance can not be optimal. Thus also the company's performance can not be optimal.

Observations were conducted by researchers at the company, acquired early conclusion that beside culture, factor of leadership, trust, individual characteristics, job satisfaction, and performance of employees are factors to be considered for the review. These factors are also in accordance with previous studies.

## 2.Literature Review

### 2.1. Work Happiness

Happiness has attracted the attention of philosophers since the beginning of written history (McMahon, 2006). Aristotelian notion of eudaimonia is an example. Eudaimonia is happiness which comes from the Greek "eu" (good) and "daimon" (God, spirit). Aristoteles stated that eudaimonia is derived from the activities identified a virtue, cultivation, and live. Happiness also means of doing good (Di Tella et al, 2006, Alipour et al, 2012).

Happiness can be defined as the experience of positive feelings and a sense of satisfaction with life as a whole (Myers & Diener, 1995). Edward Diener, Professor of the University of Illinois shows that no one can tell a person that he should be happy. Also there is no set of circumstances that ensure that people experience feelings of pleasure. Instead, happiness is a completely subjective feeling of well-being experienced by a person, which is characterized by the positive emotions and nothing negative emotions.

According to Maenapothi (2007), happiness at work means the situation at work when personnel happy working, efficient and achieve the targeted goals, both at the level of personnel and organizational level. Seligman (Gupta, 2012) in the formula of a happy life defines that happiness as a life with positive feelings and activities. Fredrickson (Gupta, 2012), defines that happiness as a fuel to grow and thrive, and to leave this world in a better condition. According to Dalai Lama (Gupta, 2012), happiness is determined more by one's state of mind than by external conditions.

Kjerulf, a Chief Happiness Officer in Sharing Positive Company said that happiness at work is the condition when someone responds to and enjoy what he does at work (Maenapothi, 2007). Happy employees are more satisfied with their jobs than employees who are not happy. According to Eysenck (1993), an employee may be happy to face the positive and negative circumstances in his work. If the employee is enjoying his job he will find a way to accomplish the task even under the most demanding situations and challenging though. If employees are happy and enjoy the work, even the most difficult situations can be handled with ease.

More companies are finding that with increasing happiness, the company has: high employee productivity, employees who care about the quality, lack of stress and boredom, high sales, employees serve customers with better, more creative and innovative, more open to change, and better stock performance (Alipour, 2012).

In-depth study of Pryce-Jones (Alipour, 2012), stating a tremendous impact on the employees happy:

- a. Employees are happy to embrace the challenges and objectives in a much greater rate than employees are not happy; 18% more in terms of a challenge, and 33% more in terms of goals.
- b. The happiest people in the workplace are 47% more productive every week than who are less happy. That equates to work an extra day.
- c. There is a clear relationship between absent (sick) and happiness in the workplace. The happiest people in the workplace are less than 42% take absent than who are not happy.
- d. The happiest people in the workplace have 180% more energy than their counterparts. It has a huge impact not only on what they do, but also on the relationships they have with others.
- e. The happiest employees have 108% more involved with their peers. And they have 82% more job satisfaction.
- f. The happy employees have 50% more motivated than who are not happy at work.

- g. The happy employees have 28% more respect than who are not happy.
- h. The happy employees have 25% more effective and efficient than who are less happy. And they have 25% more self-confidence as well.

## 2.2. Leadership Behaviour

Yukl (2010) suggests that the behavioural approach initiated in 1950 after the researchers are not satisfied with the approach of the traits and begin to provide more in-depth attention to what is actually done by the leader in his work. The theory that uses behavioural view that leadership can be learned from the pattern of behaviour, and not from traits of leader. In this case the proponents of behavioural theory reveals that the way a person acts will determine the effectiveness of leadership.

The Michigan studies, which began in the late 1950s, found three critical characteristics of effective leaders. First, they identified task-oriented behavior in managers who did not the same types of tasks as their subordinates. This group of managers spent time planning, coordinating, and overseeing their subordinates' execution of tasks. A second type of leader exhibited relationship-oriented behavior. These managers concentrated on the task results, but also developed relationships with their subordinates. They were supportive and focused on internal rewards as well as external rewards. The third style of leadership was participative leadership. Here, the manager facilitated rather than directed, working to build a cohesive team to achieve team results rather than focusing on individuals.

## 2.3. Individual Characteristics

Everyone has a view, purpose, different needs and abilities of each other. This difference will be carried over into the world of work, which will lead to the satisfaction of the people with another different, though work place the same one. According to Robbins (2006), individual characteristics include age, gender, education level, marital status, and years of service in organization. Siagian (2008) states that biographical characteristics (individual) can be seen from the age, sex, marital status, number of family, and working lives. According to Thoha (2007), that individual brings into the organizational structure, capabilities, personal trust, needs, and his past experiences. These are all characteristics of the individual and this characteristic will be entering a new environment, namely the organization. Furthermore, Gibson (2003) states of individual characteristics such as age, height and weight, and appearance revealed the different results. The body is too high and too heavy is certainly not favorable to achieve leadership positions. However, many organizations need people with huge physical to ensure compliance followers.

## 2.4. Organizational Trust

Trust is a complex and difficult concept to break-down because it involves many factors, varies in accordance with the expectations that exist in various forms of relationships, and change throughout the course of a relationship.

According to Robbins and Judge (2008), trust is a positive expectation and hopes that other people will not be through words, actions, and policies act opportunistically. Furthermore argued that organizational trust is a stage, where one would assume that other people have good intentions and believes in the words and actions of others. The trust has a significant impact on group cohesion, perception of a fair decision, the behaviour of the group members, job satisfaction and organizational effectiveness.

## 2.5. Organizational Culture

Schein (Moeljono, 2003) defines organizational culture refers to a system of shared meaning held by members of the organization to differ with other organizations. Schein describes the cultural elements are knowledge, trust, art, morals, law, customs, behaviours and norm of society, the basic assumptions, value systems, inheritance, and the problems of external adaptation and internal integration.

Organizational culture can be seen from the three variable dimensions, namely: the external adaptation tasks, the internal Integration tasks, and the basic underlying assumptions.

According to Cameron and Quin (Rangkuti, 2013), there are four types of organizational culture are:

- a. Clan Culture  
Clan culture is the corporate culture that has a familial character, there is an environment that well through teamwork, human resource development, as well as assumption the customers as partners.
- b. Adhocracy Culture  
Adhocracy Culture is the corporate culture that demands innovation and initiative as well as creating new products and services to anticipate future needs.
- c. Market Culture  
Market Culture is the corporate culture that has a market of cultural assumptions that are not friendly, competitive and consumer behaviour are likely to choose and are interested in the values that put the

organization on a business that is always trying to improve competition.

d. Hierarchy Culture

Hierarchy Culture is the corporate culture that is characterized by the type of the company's official and structured.

## 2.6. Job Satisfaction

According to Robbins (2006), job satisfaction is defined as an individual's general attitude on their work. A job requires interaction with colleagues and supervisors; comply with the rules and policies of the organization, and match with the performance standards. It means that the assessment of employees on how satisfied or dissatisfied with the job is a complicated calculation of the number of sensitive jobs elements. Greenberg and Baron (Wibowo, 2008) describes that job satisfaction as a positive or negative attitude that made individually for their work.

Smith, Kendall, and Hulin (Luthans, 2006) states that there are five dimensions that determine job satisfaction, namely: Satisfaction with the work, Satisfaction with rewards, Chance promotion, Satisfaction with supervision, and Satisfaction with work colleagues.

Bernardin, and Russell (Sedarmayanti, 2004) states that: "Performance is defined as the record of the outcomes produced or a specific job function or activity during, a specific time period". Irawan (Sedarmayanti, 2004) states that "the keywords of the definition of performance are: 1. The work of the workers, 2. Process or organization, 3. Proven concretely, 4. Can be measured, and 5. Can be compared with specified standard".

From the definition above can be concluded that the performance achieved is the employee performance in accordance with the duties and responsibilities are implemented in efforts to achieve goals based on defined rules and in accordance with moral and ethical.

## 2.7. Employee Performance

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## 3. Research Methods

### 3.1. Population and Sample

The population of this study was employees of PT PLN (Persero) Suluttenggo region in various level which amounts to 1418 employees. Specified minimum number of samples is 279 employees based on table-Michael Isaac with a confidence level of 95%. The sampling technique used is stratified random sampling. It is used because the population is not homogeneous (heterogeneous).

Researchers used an instrument to collect data in the form of a questionnaire with the scale of the instruments used is a Likert scale (1-5).

### 3.2. Validity and Reliability

The technique used to test the validity is convergent validity test. Convergent validity relates to the principle that the gauges of a construct should have a high correlation. Valid or not an item instrument can be determined by comparing the index Pearson product moment correlation with significance level of 5% with the critical value ( $r$  table). When the probability of correlation results is less than 0.05 (5%) then declared invalid (Sugiyono, 2011). Reliability test used is the Cronbach Alpha, if it is less than 0.6 then declared unreliable (Sugiyono, 2011).

### 3.3. Variable Operational Definition and Measurement

a. Leadership behaviour

Activities undertaken by the leader of PT PLN (Persero) Region Suluttenggo in interacting with subordinates to influence the activity of subordinates in order to achieve the objectives in certain situations.

b. Individual characteristics

The characteristics that exist within the employees at PT PLN (Persero) Region Suluttenggo to be distinguished from one another.

c. Organizational trust

Organizational trust is the trust of the employees of PT PLN (Persero) Region Suluttenggo that the organization will make every effort, either express or implied, in good faith to act in accordance with the commitments.

d. Organizational Culture

It means as a system of behaviour in PT PLN (Persero) Regional Suluttenggo established and adhered to by employees who distinguish PT PLN (Persero) Region Suluttenggo with other organizations.

e. Job Satisfaction

It means a sense of satisfaction felt by employees of PT PLN (Persero) Region Suluttenggo to work.

f. Employee Performance

Employee Performance means the formal discussion between the employees with the supervisor who performed at the end of employee performance management cycle. (Refers to the notion at PT PLN (Persero) Region Suluttenggo)

**Table 1. Research Variables and Indicators**

Variables	Indicators	Sources
Leadership behaviour (X1)	1. Trusted by subordinates (X1.1). 2. Friendship (X1.2). 3. Subordinates development (X1.3). 4. Giving information to subordinates (X1.4). 5. Innovation appreciation (X1.5).	Michigan University (Yukl, 2001)
Individual characteristics (X2)	1. Behaviours (X2.1) 2. Interest (X2.2) 3. Value (X2.3) 4. Ability (X2.4)	Robbins (2006) and As'ad (2002)
Organizational trust (X3)	1. Competency (X3.1) 2. Consistency (X3.2) 3. Fidelity(X3.3) 4. Openness (X3.4)	Robbins and Judge (2008)
Organizational Culture (X4)	1. Mutual trust (X4.1). 2. Integrity (X4.2). 3. Care (X4.3). 4. Learners (X4.4).	PT PLN (Persero)
Job Satisfaction (X5)	1. Satisfaction with salary (X5.1) 2. Satisfaction with promotion opportunities (X5.2) 3. Satisfaction with work colleagues (X5.3) 4. Satisfaction with the leader (X5.4) 5. Satisfaction with the jobs (X5.5)	Luthans (2006)
Employee Performance (X6)	1. Job quantities (X6.1) 2. Job qualities (X6.2) 3. Punctuality (X6.3)	Siagian (2008)

**3.4. Data Analysis Methods**

Factor Analysis is a multivariate statistical technique used to reduce and summarize all inter-dependency of variables. Dependency between one variable with another that will be tested for the identified dimensions or factors (Maholtra, 1996).

This study used confirmatory factor analysis. The stages of Confirmatory Factor Analysis (CFA) are:

1. Assess whether all sub-variables or items or indicators forming factors deserve to be included in the factor analysis.
2. Items that are not worthy to be factored, excluded from the factor analysis. Furthermore, it will be re-analyzed thus forming one factor that may represent a sub-variable with items forming a new factor.

**4. Result of Analysis**

**4.1. Validity and Reliability Test**

The results of validity test is demonstrated in table 2 below.

**Table 2. Validity of Research Instruments**

Variables	R	Sig	Comment	Variables	R	Sig	Comment
X1.1	0,675	0,000	Valid	X5.1	0,376	0,020	Valid
X1.2	0,539	0,001	Valid	X5.2	0,659	0,000	Valid
X1.3	0,668	0,000	Valid	X5.3	0,603	0,000	Valid
X1.4	0,543	0,001	Valid	X5.4	0,588	0,000	Valid
X2.1	0,626	0,000	Valid	X5.5	0,674	0,000	Valid
X2.2	0,675	0,000	Valid	X6.1	0,595	0,000	Valid
X2.3	0,541	0,001	Valid	X6.2	0,327	0,039	Valid
X2.4	0,715	0,000	Valid	X6.3	0,770	0,000	Valid
X3.1	0,609	0,000	Valid	X6.4	0,715	0,000	Valid
X3.2	0,647	0,000	Valid	X6.5	0,703	0,000	Valid
X3.3	0,419	0,011	Valid	X6.6	0,567	0,001	Valid
X3.4	0,477	0,004	Valid	X6.7	0,324	0,041	Valid
X4.1	0,738	0,000	Valid	X6.8	0,532	0,001	Valid
X4.2	0,765	0,000	Valid				
X4.3	0,783	0,000	Valid				
X4.4	0,677	0,000	Valid				
X4.5	0,713	0,000	Valid				

Source: Result of data analysis, 2015

\*r table (0,361)

Based on the validity test results in Table 2 above, it can be concluded that the entire item is a valid research instrument therefore generate significant value below than 0.05 and r table above 0,361.

The reliability test used a value of Cronbach Alpha. The result of this test (for all variables) is equal to 0.9389 where the value is greater than 0.6, which means all items reliable research instrument.

## 4.2 Factor Analysis

### a. Stage 1

At this stage there are three variables that do not meet the minimum requirement of 0.5 MSA namely:  $X_{5,1}$  (0.324),  $X_{6,2}$  (0.280) and  $X_{6,7}$  (0.341), so it is not included in the subsequent factor analysis.

### b. Stage 2

#### (1) Determinant of Correlation Matrix

Based on the analysis of stage 2, Determinant of Correlation Matrix equal to 0.000003371. This value qualifies as value 0 (zero).

#### (2) Kaiser Meyer Olkin Measure of Sampling (KMO)

KMO is an index comparing between the correlation coefficient with the partial correlation coefficient. If the sum of squared partial correlation coefficient all pairs of variables have a low value when compared with the sum of squared correlation coefficient, it will generate a value close to 1. Value of KMO was called sufficient if more than 0.5. Kaiser Meyer Olkin Measure of Sampling Based on the results of stage 2 equal to 0.856. This value qualifies as valued above 0.5.

#### (3) Barlett Test of Sphricity

The result of Bartlett's Test of Sphricity analysis of stage 2 equal to 1375.517 with Significance level 0.000. This value is eligible for significance level below 0.05 (5%).

#### (4) Measurees of Sampling Adequacy (MSA) and commuality

Based on the analysis of stage 2, all variables have MSA and commuality value over than 0.5 as shown in Table 3 below:

**Table 3 Measures of Sampling Adequacy (MSA) and communalities**

Variables	MSA	Communality	Variables	MSA	Communality
X1.1	0,881	0,660	X4.1	0,903	0,627
X1.2	0,896	0,619	X4.2	0,854	0,627
X1.3	0,864	0,659	X4.3	0,875	0,612
X1.4	0,874	0,639	X4.4	0,898	0,668
X2.1	0,758	0,644	X4.5	0,892	0,636
X2.2	0,854	0,603	X5.2	0,871	0,624
X2.3	0,711	0,697	X5.3	0,902	0,615
X2.4	0,864	0,604	X5.4	0,867	0,644
X3.1	0,863	0,662	X5.5	0,868	0,592
X3.2	0,887	0,642	X6.1	0,723	0,655
X3.3	0,830	0,650	X6.3	0,892	0,645
X3.4	0,871	0,629	X6.4	0,929	0,631
			X6.5	0,871	0,583
			X6.6	0,843	0,608
			X6.8	0,891	0,629

Source: Result of data analysis, 2014

**c. Factor Rotation (varimax method)**

The results of factor rotation with varimax method are shown in Table 4.

Based on 9th, the table 4, the eigenvalues value of each factor are greater than 1. The total variance of six factors is 63.338. It qualified adequacy value of total variance of 60% (Maholtra, 1996). The loading factor was produced qualify as over than 0.5. The results of factor rotation indicate that there are six main factors, namely: factor 1 (items X<sub>6.3</sub>, X<sub>6.8</sub>, X<sub>6.4</sub>, X<sub>6.6</sub>, X<sub>6.5</sub>, X<sub>6.1</sub>), factor 2 (items X<sub>4.4</sub>, X<sub>4.5</sub>, X<sub>4.2</sub>, X<sub>4.1</sub>, X<sub>4.3</sub>), factor 3 (items X<sub>3.3</sub>, X<sub>3.1</sub>, X<sub>3.2</sub>, X<sub>3.4</sub>), factor 4 (items X<sub>5.4</sub>, X<sub>5.3</sub>, X<sub>5.2</sub>, X<sub>5.5</sub>), factor 5 (items X<sub>1.1</sub>, X<sub>1.3</sub>, X<sub>1.4</sub>, X<sub>1.2</sub>), factor 6 (items X<sub>2.1</sub>, X<sub>2.2</sub>, X<sub>2.4</sub>, X<sub>2.3</sub>).

To meet the model fit can be done by determining the amount of residual above 0.5 (Maholtra, 1996). When compared between the original correlation matrix with correlation matrix in the new formation has a residual value of the difference above 5% then assumed that have been changed. From the analysis of the output on stage 2, Reproduced Correlations (Appendix) shows that 88 (25%) residual change above 5%, that means less of residual changes below 5% (75%).

**Table 4 Factor Rotation (Varimax method)**

Variables	Factor	Eigen value	Pct of Var	Cum Pct	Loading Factor
X6.3	1	3,557	13,174	13,174	0,758
X6.8					0,756
X6.4					0,746
X6.6					0,735
X6.5					0,717
X6.1					0,511
X4.4	2	3,197	11,839	25,013	0,765
X4.5					0,761
X4.2					0,757
X4.1					0,745
X4.3					0,723
X3.3	3	2,653	9,825	34,838	0,762
X3.1					0,759
X3.2					0,753
X3.4					0,742
X5.4	4	2,610	9,666	44,504	0,755
X5.3					0,728
X5.2					0,725
X5.5					0,697
X1.1	5	2,601	9,633	54,137	0,769
X1.3					0,758
X1.4					0,751
X1.2					0,730
X2.1	6	2,484	9,201	63,338	0,759
X2.2					0,717
X2.4					0,710
X2.3					0,621

Source: Result of data analysis, 2014

## 5. Discussion

The results of factor analysis showed that the stage 2 of the 27 factors formed the six main factors, namely:

Factor 1: Employee Performance, it have six dimensions: competency ( $X_{6,3}$ ), skills ( $X_{6,8}$ ), sincerity ( $X_{6,4}$ ) responsibility ( $X_{6,6}$ ), timeliness ( $X_{6,5}$ ), and productivity ( $X_{6,1}$ ). From the six dimensions, dimension of competency has the largest loading value (0.758). It means that the competency become a major dimension of forming employee performance.

Factor 2 Organization Culture, it have five dimensions: harmonization in the workplace ( $X_{4,4}$ ), Employee as the most important asset ( $X_{4,5}$ ), Mutual trust with co-workers ( $X_{4,2}$ ), Mutual trust between superiors and subordinates ( $X_{4,1}$ ), and honesty ( $X_{4,3}$ ). From the five dimensions of organizational culture, the dimension of harmonization in the workplace has the largest loading value (0,765). It means that harmonization in the workplace has become a major dimension forming Organizational Culture.

Factor 3 Organizational Trust, it have four dimensions: the company commitment ( $X_{3,3}$ ), the company has the capability of human resources ( $X_{3,1}$ ), the company has the ability infrastructure ( $X_{3,2}$ ), and the consistency of the company ( $X_{3,4}$ ). From the four dimensions of Organizational Trust, the dimension of the company commitment has the largest loading value (0.762). It means that the company commitment to become a major dimension forming Organizational Trust.

Factor 4 Job Satisfaction, it have four dimensions: Justice in Promotions ( $X_{5,4}$ ), motivation through promotions ( $X_{5,3}$ ), on-time salary ( $X_{5,2}$ ), and support co-workers ( $X_{5,5}$ ). From the four dimensions of job satisfaction, the Justice in Promotions has the largest loading value (0.755). It means that justice in promotions to become a major dimension forming of job satisfaction.

Factor 5 Leadership Behaviour, it have four dimensions: trustworthy leader ( $X_{1,1}$ ), a leader as co-workers ( $X_{1,3}$ ), the leader helps if subordinates have difficulty ( $X_{1,4}$ ), and the leader of practicing what was said ( $X_{1,2}$ ). From the four dimensions, the dimension trustworthy leader has the largest loading value (0.769). It means that trustworthy leaders can be trusted become a major dimension forming Leadership Behaviour.

Factor 6 Individual Characteristics, it have four dimensions: work interest ( $X_{2,1}$ ), carry out the work without objection ( $X_{2,2}$ ), matched with a job ( $X_{2,4}$ ), and dream job ( $X_{2,3}$ ). From the four dimensions, the dimension work interest has the largest loading value (0.759). It means that the work interest become a major dimension forming Individual Characteristics.

## 6. Conclusion

The results of the determinant factor analysis for happiness at work in PT PLN (Persero) Suluttenggo have six factors: Factor 1 Employee Performance with the competency become a major dimension, Factor 2 Organization Culture with the harmonization in the workplace become a major dimension, Factor 3 Organizational Trust with the company commitment become a major dimension, Factor 4 Job Satisfaction with justice in promotions become a major dimension, Factor 5 Leadership Behaviour with trustworthy leaders can be trusted become a major dimension, and Factor 6 Individual Characteristics with the work interest become a major dimension. The results of this study provide advice to the management of PT PLN (Persero) Region Suluttenggo that in maintaining and improving Happiness at work, it is necessary to consider the six determinants happiness at work with the main dimensions of each factor.

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