A PRELIMENARY STUDY ABOUT HAPPINESS AT WORK OF CIVIL SERVANTS IN DKI JAKARTA

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Abstract

This study is designed to describe the meaning of happiness at work and its five factors (contributions, conviction, culture, commitment, and confidence) by Jones (2010) for civil servants in DKI Jakarta. This study uses a qualitative method with purposive sampling technic. This research examines five participants of civil servants with various background. Four participants come from Directorate General of Taxes and the other is from Ministry of Law and Human Rights. Two participants are female and three participants are male with age range 28 to 58 years. Data were collected over ten weeks period through interview, observation, triangulation and coding. Each interview is taken minimum 80 minutes. The results showed that happiness at work was defined as a positive emotion that comes from a person who felt comfortable with his work environment and organizational culture. Further, the positive emotions might cause a civil servant to undergo a job without felt depressed so s/he could actualize her/himself through her/his work. Several factors that shape happiness at work are good relationship with colleagues and superiors, motivation, challenging or varied work, and a feeling of being suitable or in accordance with the work undertaken. The discussion discussed the differences in the results of research with happiness at work theory by Jones (2010) and the linkages of factors that shape happiness at work with Indonesian culture standard.

*Keywords***:** *happiness at work, human capital development, civil worker, civil servant, happiness*

INTRODUCTION

Civil servants are expected to be able to carry out public services, government, and development duties (Douw, 2016). Civil servant is considered as high prestigious job by majority of Indonesian especially Javanese people (Noviani, 2007). They determine that public servant duties are considered as an honored and prestigious job. Thus, many people compete for it. As a public servant, they receive some employment facilities such as monthly salary, promotion guarantee, allowance, leave, working sustainability, and pension plan (Djatmika & Marsono, 1995). Some of that facilities might not be received if they work for private company or as an entrepreneur. It cannot be denied that high official position

and its facilities become a desire to be achieved in the future when they choose this job.

Noviani (2007) stated that there were several factors which motivated someone to be a civil servant, such as self-interest, self-actualization and work security needs, and the meaning for being a civil servant itself. Noviani (2007) explained that self-actualization needs comprised desire for science development, serve the nation, help people, and also as a religious activity. Work security need is shown by certainty and establishment at work. receiving monthly salary, pension, certainty not to be fired unless break the rules. Actually, civil servant salary is not much, however, certainty and establishment at work make individual has interest to be a civil servant. The meaning of work as civil servant is different one to the other, it is corresponding to their motivation. Eagerness to do continuous self-development and do the best for their job will emanate when individual interpret their work well.

For past several years in Indonesia, civil worker is considered as a casual or unchallenging job. But as time goes by, people demand for quality public services continue to increase, so that the civil servants are forced to improve their work become more proactive. Government is highly required to improve their work effectiveness (Moningka, 2014). The success and smooth running of governmental task and national development heavily depend on the performance of the civil servant (Douw, 2016). The position and role of civil servants in developing country is very important because civil servants are government development executor and administrator that aspired by the state (Sari,

2012). As civil worker, every civil servant must be able to put the interests of the state and community above personal and group interest (Sari, 2012). This commitment, in fact, also has potential to raise number of problems. Many civil servants commit both light and severe violation. Phenomenon of resigning employees from civil servant is not as much as in private sector but in one or two cases, it is possible to occur for various reasons.

In carrying out its role as a worker, civil servant may also experience pressure from both inside and outside organization. In facing pressure, a proper response from civil servants is expected. Pleasure feeling, one of positive emotions, can increase employee productivity and even provide the right stress coping. A person's thought and feeling that are filled with positive prejudice will lead his/her life to a positive direction too (Antariksa, 2011). Thus, managing pleasure at work for employees is important to be explored.

Happiness is often interpreted as an evaluation of positive feelings from all aspects of life including work life (Veenhoven,2006). Happiness itself is a quality of life that is felt when an individual feel satisfied with his/her life (Veenhoven, 2008). Happiness is not only talking about pleasure but also other positive emotion. A person will experience happiness when he does something. For example, pleasure can arise when someone does good deeds such as caring or helping others (Alipour, Pedram, Abedi, & Rostami, 2012). A civil servant who carries out mandate in work is not only talking about income and position, but also the feeling of being useful for others, especially for the nation. The different meanings of happiness among civil servant members will determine how they perform. Broadly speaking, happiness

can be concluded as emotion and positive experience collection that is experienced by someone (Fisher, 2010).

Happiness at work is a mindset that helps individual maximize their performance and potential at work (Pryce-Jones, 2010). Happiness at work is defined as the meaning and the sources of being happy at workplace. It will describe and affect employee and organization performance. The study in happiness at work begins with the employee himself, the employee's relation with colleagues and superiors, and the employee's relationship with their company (Pryce-Jones, 2010). Employees and their interaction with colleagues, superiors and organizations are the factors that shape happiness at work. Happiness at work can be seen from the impacts that exist at individuals, groups and organizations level.

At the individual level, happiness at work is able to increase motivation and commitment to do their tasks in the company (Jones, 2010). An employee who feels happy will be excited to work. The employee will not mind to spend more time to complete the job. Another benefit is that employees are able to be more confident in carrying out their duties. When they face problems, employees who are happy are also able to make better decisions (Prasetyo, Ratnaningsih, & Prihatsanti, 2017). Employees who feel happy are also able to avoid despair and depression. Furthermore, employees will have healthier mental conditions (Argyle in Prasetyo, Ratnaningsih, & Prihatsanti, 2017). For example, when an employee faces difficulties or problems in the office, he/she does not feel desperate quickly. The employee will be able to manage difficult situations well. This is because employees who feel happy will be resilient when facing difficult times or challenges (Pryce-Jones, 2010).

At the group level, happiness at work also indicates a good relation between employees and their superior (Prasetyo, Ratnaningsih, & Prihatsanti, 2017). This can happen because one of the factors that emerges happiness at work is the existence of good relation between employees and their superior in the office (Pryce-Jones, 2010). This good relationship also causes employees to feel at home at work. Employees who are close to their colleagues will feel they have friends whose function as support systems in the office. Support from co-workers is able to assist employees in facing various challenges in the office. Colleagues can be a place to share stories and complaint. Listening is a support form that can be given to colleagues. Being listened to by others is one of the factors that causes a person to feel comfortable and happy at work (Pryce-Jones, 2010). As a result, the employee feels comfortable because they are working together with their friend in the office.

As explained above, employees who are happy will be highly motivated to do their job. As a result, the employee's performance is increased (Fisher, 2010). Increased employee performance will result in increased company output as well, for example, provided services are more excellent and has more quality. Customers or citizens will satisfy which leads to increased ministry image. In other words, happiness at work can give impact to the organization. If all employees feel happiness at work, they will achieve self-actualization. All employees need to develop pleasure at work, including civil servant.

THEORETICAL FRAMEWORK

According to Jones (2010), happiness at work is a mindset that allows individuals to maximize performance and achieve their potential. Individuals can do this by being mindful of the high and low moments while working alone or with others. Happiness at work is influenced by factor 5C, PTR, and achieving your potential. PTR 5C factor consists of contribution, conviction, culture, commitment, confidence, pride, trust, recognition.

The first factor that affects happiness at work is contribution. Contribution is an effort that has been done by the individual and how the individual perceives it (Jones, 2010). This contribution factor is divided into 2, namely inside-out and outside-in. Contributions are the most important factor among the other five factors. The second factor is conviction, where a belief emphasizes the individual motivation in various circumstances or pressures. This belief factor consists of feeling motivated at work, how individuals believe that it has worked effectively and efficiently, individuals feel resistant when times are difficult, and how individuals assume that their work has a positive impact on the world.

The third factor is culture. The culture meant is how appropriate individuals are with the culture of the company culture. Cultural factors are divided into fluid elements and fixed elements. Fluid elements consist of how individuals feel enjoying their work, and how individuals like their colleagues; whereas fixed elements consist of respecting value in the place where individuals work, having a fair work ethic, and how individuals feel they can control their daily activities. The fourth factor is commitment. Commitment talks about how far individuals are involved with their work. Commitment consists of several elements including doing something that is considered valuable, interested in his work, believing in the company's vision, and feeling a strong explosion of positive emotions.

Confidence is the fifth factor that will affect what you do and how you manage in your working environment because it tells you that you are making a right choice and doing the right things. Confidence talks about the individuals have in themselves and their work. Confidential consists of the ability to complete tasks, have high self-belief, and understand the role of backward-forward.

Jones (2010) said if individuals have 5C, then pride, trust, and recognition (PTR) will automatically formed. Pride, trust and recognition map strongly onto all the 5Cs and are clear indicator of overall happiness at work. Pride and trust are inseparable, if trust has arisen, pride will emerge; and vice versa. Pride in organization come from identifying with it, understanding your level of contribution, understanding who your work affects and being aware of its wider impact. Trust comes from good interaction with colleagues and company leaders. Recognition of individual achievement arises from the individual himself, what is done, how to do it, and how much individuals are dedicated to their work, not related to the wages received. Achieving your potential is when an individual feel that he has maximized all the potential he has in working so that he is more likely to reach his true potential.

MATERIALS AND METHODS

Qualitative approach is selected to achieve this research target. This research uses analytic thematic method with purposeful qualitative sampling (Willig, 2013). Analytic thematic research is conducted to see a picture with theme of happiness at work as in Jones' theory. In qualitative research, it is also possible if there is beyond expectation data. It indicates that researchers do not rule out information emergence which may be able to enrich research result.

This research was conducted on five state civil servants who have had at least two years of work experience from various backgrounds. The minimum work duration of two years considers that participants understand the workflow, the organisations regulation and culture, and clearly understand the working environment.

The instrument of this research is interview to explore information about happiness at work and the factors that influence happiness at work. Researcher prepare the interview guide to explore information about happiness at work. Researchers designed the interview guide based on the happiness at work theory of Pryce-Jones (2010). The happiness at work theory consists of several factors, namely contribution, conviction, culture, commitment, confidence, pride, trust, recognition, and achieving your potential. Some of the questions are:

a. Are you happy with your work?
b. What is happiness at work according to you?
c. What makes you happy at your work?
d. Do you proud with what you do at work?

The interview results are processed into transcripts or verbatim. Furthermore, the data coding to examine the results of interviews in accordance with the research objectives. Researchers will sort and interpret the data that are considered in accordance with the research objectives called preliminary exploratory analysis (Creswell, 2012). Researchers also triangulate from various sources to get a deeper understanding of the expected phenomenon.

RESULTS

We interview five participants of civil workers from any background. The interview was conducted at least once for each interviewee. The duration of the interview is approximately 80 - 120 minutes. The five interviewees are:

Participant	S 1	S 2	S 3	S 4	S 5
Name	Delima	Kunto	Budi	Yudi	Diana
Gender	Female	Male	Male	Male	Female
Age	54 yo	34 yo	34 yo	33 yo	28 yo
Location	Tangerang	Jakarta	Jakarta	Tangerang	Jakarta
Education	High School	Master; University of South Hamptons – Business and Law	Master; University of Edinburgh – Advance Design Informatic	Master; University of Nottingham – Business School	Undergraduate; University of Padjajaran - Law

				Information System	
Ministry/ Directorate	Directorate of General Tax	Directorate of General Tax	Directorate of General Tax	Directorate of General Tax	Ministry of Law and Human Rights
Length of Service	16 years	12 years	9 years	12 years	3 years
Level of Positions	Officer	Officer	Officer	Officer	Officer

Based on the interview results, here are some findings:

Participant	S1	S2	S3	S4	S5
Happiness at work	Feels happy at workplace	Feels happy with the work but sometimes feels uncomfortable with the environment	Feels happy at workplace	Feels happy at workplace	Feels happy at workplace
Work condition	Feels comfort because of the good relationship among the employee. Feels trusted, and respected, Gratefulness	Have a variative works and good relationship with others	When the social environment is good, has the same vision and mission, doing passionate job, feel motivated	Good working environment, good facility, helping others, passionate job	Supportive environment, challenging job, has the opportunity for self-actualization and feels acceptance by others
Definition of Happiness at Work	Comfort with the work environment that manifest mutual trust and respect between co-workers and superior,	When someone feels the social environment is fun and he receives enough income	The circumstances where someone can do the things they like, developed, actualize themselves, do not feel pressured	Where someone feels comfortable with his work, can maximize his potential, and can be beneficial	When a person comes to work passionately, not feels depressed, and feels happy when working

			in carrying out their work	to his work environment	
	Do something for good reason		in carrying out their work	to his work environment	
The Factors	Gratefulness, togetherness, goodwill/ purposeful	Income, relationship with supervisor, and the opportunity interact with others	Relationship with colleague, supervisor, togetherness/ kinship, supportive environment	Purposeful/ motivation, gratefulness, positive social interaction, and the relationship between colleague and supervisor	Supportive environment and colleague, challenging task, opportunity for self-actualization and being accepted by environment
Pride, Trust, Recognition	Proud to be a civil servant. Do something for God, nations and people (feel purposeful)	Proud to be a civil servant. Bring transformation for nation	Proud to be a civil servant. Do something for organization, nations and people	Proud to be a civil servant. Helps others	Proud to be a civil servant. Contribute a lot to nations

Based on the study, the researchers found that contribution and culture (relationships with colleagues and superiors, motivation, challenging or varied work, and feelings in accordance with the work condition) were the factors which most often emerged as indicators of happiness at work for civil servants in Jakarta. The result also shows the factors that often appear as an indicator of happiness at work is contribution, culture, confidence, pride, and trust (relationships with colleagues, relationships with superiors, motivation, challenging or varied work, and a feeling of being suitable or in accordance with work). Contribution, culture, pride, and trust factors appear in S1; contribution, confidence, pride, and trust factors appear in the S2; contribution, culture, and confidence factors appear on S4. In S3 and S4 it can be seen that they have all elements of 5C (contribution, conviction, culture, commitment, confidence) and PTR (pride, trust, recognition). It can be concluded that contribution and work culture are factors that often arise among respondent most. The weakest factor among the five respondents is confidence.

Conviction only appears in two sources. A person's belief in carrying out his/her responsibilities is not seen as an obligation but a bond and engagement to the job. Likewise, with commitment which also only appears in two sources. Commitment in work is seen from work activities that exceed its demand but become part of oneself, where the things

they do give meaning to themselves and others. The recognition factor also still does not appear from the five sources, this factor seems to be difficult to feel because it talks about how individuals perceive whether their work is recognized or not by the institution.

The participants stated that, they felt, they have not maximized all their potential yet. They have not maximized all the potential to give positive impact towards organization. All participants felt that they could provide better performance and maximize their potential more. Researchers consider that this is related to eastern culture which tends to be inferior and lack of confidence to claim personal work.

MANAGERIAL IMPLICATION

Happiness at work is created when the civil servants find the meaningfulness, purposefulness, gratefulness and supportive environment in their workplace. Those will emerge the pride and trust from the employee as civil worker. The employee will recognize what have they done as a contribution to nations. Therefore, Organization needs to develop the culture environment, and challenge which stimulate the feeling of meaningfulness, purposefulness, gratefulness and supportive environment. As a result of these, the positive feeling will lead the civil worker to be more productive, positive, highly motivated either in individual or teamwork. For the organization, it is a possible to actualize the positive organizational behaviour.

CONCLUSION AND DISCUSSION

Based on the research, we conclude that happiness at work is a positive emotion that come from person who feel comfortable with their working environment and organizational culture. This positive emotion may cause civil servants to undergo a job without feel depressed so they can actualize themselves through their work. In the Indonesian society context, researchers conclude that there are three factors that give influence to happiness at work: relationship with colleagues and superiors (collectivism), gratefulness, and purposefulness. This research also can be a stepping stone for another research in the future.

Relation with colleagues and superiors as the most influential factor for happiness at work. This factor has tight relation with Indonesian culture. According to Jones, culture talked about suitability between people and their workplace, organizational culture, and social environment (Jones, 2010). In Indonesia society context, collectivism is upheld as the most important culture value, therefore relation with colleagues and superiors takes very important role that define happiness at their workplace.

Gratefulness is fruit of religious value that supporting happiness at work for civil servant in Indonesia. Indonesia is society which is built on religious platform. This is disclosed by Panggabean, Tjitra, and Muniarti that Indonesian society has high religious value (Paggabean, Tjitra, Muniarti, 2014). Indonesian believes that work life and religiosity should be aligned. Happiness at work of civil servants talks about being grateful for the job, gratefulness makes civil servants keep thinking positively and feel happy when

doing their job. Government also facilitates this by allowing religious activities in work sites. The activity aims to remind employee that work is one way of worshipping God. Since It is considered as part of their spiritual journey, gratefulness becomes one of important factor for happiness at work.

The third factor is Purposefulness, being purposeful is indicator for civil servant to be happy at work. They found a purpose of life if they did something good for people, nations and God. They understand that reward and promotion are not looked as an achievement but more likely as trusteeship. There is pride in being trusted as part of government. pride and trust is tied each other. Civil servants feel proud because they have done something for the country. Civil servants also feel that trust in institution will guarantee their needs and welfare. it will give impact to their performance that will lead to promotion. The more they get promotion the more they feel trusted and purposeful. They understand the more they feel purposeful the more they feel happy at work.

Different with happiness at work which emphasizes how a person has positive mindset in working and maximize his/her potential (Jones, 2010), result of data collection shows that happiness at work is a comfortable situation at work that support and let every worker feels happy to do their responsibility as described by all participants. It does not mean to achieve something, it is more on a supportive environment for reaching the organization goals. They recognize their successful work cannot be separated from other's role. Given a good and friendly Indonesian culture, A good relationship with fellow co-workers is the most important thing in the workplace. Whereas, relation with superior

is also important because Indonesia has facilitative leadership standards culture. Thus, further research on happiness at work in the context of Indonesian culture becomes interesting by linking it to Indonesian standard culture.

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