



The Effect of Employee Engagement and Work Happiness on Employee Satisfaction

Dewy Cahyani^{*1} , Rahmat Sabuhari¹ , Zulaika Husen¹

^{1*,1} Faculty of Economics and Business, Khairun University, Ternate, 97719, Indonesia

*Corresponding Author: rahmat.sabuhari@unkhair.ac.id

ARTICLE INFO

Article history:

Received : 29 January 2024

Revised : 8 March 2024

Accepted : 28 April 2024

Available online : 2 May 2024

E-ISSN: 2776-6276

P-ISSN: -

How to cite:

Cahyani, Dewi., Sabuhari, Rahmat., Husen, Zulaiha, "The Effect of Employee Engagement and Work Happiness on Employee Satisfaction," Journal of Management Analytical and Solution (JoMAS), Vol. 4, No. 2, Mei. 2024, doi: doi.org/10.32734/jomas.v4i2.15552

ABSTRACT

This research was conducted with the aim of knowing and analyzing the effect of Employee Engagement and Work Happiness on Employee Satisfaction. Research data collection used questionnaires which were distributed to 55 respondents who worked as employees of the Regional Research and Development Agency for North Maluku Province. The model testing technique uses multiple linear regression. The analytical test tool uses SPSS version 25. The results of this study indicate that: (1) Employee engagement has a positive and significant effect on Employee Satisfaction. (2) Work happiness has a significant positive effect on employee satisfaction, (3) Employee engagement, work happiness both have a simultaneous and significant effect on employee satisfaction

Keyword: Employee satisfaction, engagement, work happiness, SPSS



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International.

<https://doi.org/10.32734/jomas.v4i2.15552>

1. Introduction

Companies need employees who are attached to their work and organization. Employees who have high engagement will show enthusiasm at work and use energy to carry out activities optimally (Chinanti & Siswati, 2018). Employees who have high levels of job satisfaction will tend to be more committed and contribute and have high dedication to the company and ultimately have the will to work harder and be more productive. Conversely, employees with low levels of job satisfaction tend to turn over, as well as decreased discipline and work productivity (Robbins, 2012). Job satisfaction is a pleasant or unpleasant emotional state with which employees perceive their work. Job satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics, job satisfaction relates to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others (Sujati, 2018).

One of the factors that can affect job satisfaction is employee engagement which is a multidimensional idea emotionally, cognitively or physically. Engagement occurs when a person is consciously aware of and emotionally connected to another person. When employees are engaged, they will have an awareness of the purpose of their role to provide services so as to make employees give all their best abilities. Employees who have high engagement will feel comfortable in their work environment thereby reducing the desire to move (Rachman and Dewanto, 2016). Several previous research results show that employee engagement has a positive and significant effect on job satisfaction (Rachman and Dewanto, 2016; Thakur, 2014; Mariska, 2018; and Noercahyo and Sumertajaya, 2021). However, the results of Aththohiri and Wijayati's research (2021) show that employee engagement has no effect on employee satisfaction.

The other factor that can affect job satisfaction is job happiness. Work Happiness is a positive feeling that is owned by an individual when working, because the individual knows, manages, and influences the world of work. Therefore, happiness at work is very important, if someone is happy, he can think more positively, be productive, and focus on doing a job (Chinanti and Siswati, 2018). Fisher (2010) shows that there are two ways to increase happiness at work, namely actions and contributions from individuals and organizations. Some individual ways to increase general happiness are practicing gratitude, maintaining relationships, and applying flow in work settings. Individuals who work happily are individuals who have positive feelings at all times, because these individuals know best how to manage and influence the world of work so as to maximize performance and provide satisfaction at work (Pryce and Jones, 2010).

Working in the government sphere is a desire for some individuals. Therefore, employees are expected to be role models in society in carrying out general government and service tasks, with dignity, cleanliness and high discipline. Employees who work diligently and have a positive attitude will generally show a high level of job satisfaction and vice versa. Involvement and feeling needed in solving various work problems, will bring a sense of satisfaction to employees at work, the same is true for employees of the Regional Research and Development Agency Office North Maluku province.

Taking into account the problems that have been described, this study seeks to review employee perceptions of the variables employee engagement and work happiness affect employee satisfaction in a new research model that has not been reviewed by previous researchers.

2. Methods

2.1 Data collection technique

This research was conducted at the Regional Research and Development Agency (Balitbangda) office of North Maluku Province. Observation and data collection start from February to June 2023. The target population is 55 employees. According to Arikunto (2008) If there are less than 100 studies, it is better to take all of them so that the research is a population study. Thus, the number of members of the research sample is the same as the target population, namely as many as 55 employees. The sample focused on all fields of the Regional Research and Development Agency (Balitbangda) of North Maluku Province, totaling 55 people consisting of 46 ASN employees and 9 PPPK employees. The research instrument for obtaining data is a questionnaire. The questionnaire was made with reference to the Employee Engagement, Work Happiness, and Employee Satisfaction variables, with indicators in the form of ordinal scales guided by the Likert scale. The data analysis model in this study is multiple linear regression processed using SPSS 25 as a statistical test tool.

The regression equation is

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 \quad (1)$$

Information:

Y = Employee Satisfaction

X1 = Employee Engagement

X2 = Work Happiness

α = Constant (value of Y if X = 0)

β = Regression coefficient (positive or negative effect)

Quantitative data analysis uses the SPSS 25 program, and the results will be used as a basis for proving the hypothesis, but first the instrument is tested using validity and reliability tests.

Validity test is usually used to determine whether a questionnaire is valid or not in a study. An instrument or questionnaire is said to be valid if the statements on the instrument or questionnaire are able to reveal something that will be measured by the questionnaire Ghazali (2018). Testing the validity in this study used the Pearson correlation coefficient with a significance level of 0.05, which means that an item is considered valid if it has a significant correlation with the total score. Reliability is a tool to measure the questionnaire as a variable or construct index. A questionnaire is declared reliable or can be trusted if the respondent's response to the statement is consistent or stable from time to time.

The reliability test was carried out by looking at the r table value ≥ 0.6 . If ≥ 0.6 then the question item is considered reliable, and vice versa (Ghozali, 2018). The t statistical test was conducted to determine the direct effect of employee engagement and work happiness on employee satisfaction and the indirect effect of employee engagement on employee satisfaction. The t test was used to partially test each variable. If the probability is less than 0.05 then the result is significant. The f test is used to test the variables independently on the dependent variable. besides that, with this f test it can also be seen whether the linear regression model

used is correct or not. Testing the regression coefficients as a whole used the f test with a 95% confidence level with $\alpha = 0.05$.

3. Results and Discussion

3.1 Hypotheses test

Based on the table, an R value of 0.481 is obtained, which means that there is a positive relationship between the variables employee engagement (X1) and work happiness (X2) and employee satisfaction. The relationship between these variables is in the strong category. Meanwhile, the determination value of R² (R square) is 0.232, which means that the percentage influence of employee engagement (X1) and work happiness (X2) variables on employee satisfaction in employees of the Regional Research and Development Agency of North Maluku Province is 23.2% and the remaining 76.8% is influenced by other variables not examined in this study.

Table 1. Coefficient of Determination

Table Coefficient of Determination				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.481 ^a	.232	.202	2.99254

Source: spss output (2023)

Based on the table below, it can be concluded that the partial hypothesis test of each independent variable on the dependent variable is as follows. From the multiple regression output, it is known that the t-count value for the employee engagement variable is 2.193, the work happiness variable is 2.463. Meanwhile, the t-table value is searched at the real alpha level of 0.05, the result for the t-table is 1.67. The comparison results are as follows:

Table 2. Statistical test t (Partial)

Table Statistical test t (Partial)					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	26.687	4.087		6.155	0.000
1 Employee enagement	0.198	0.090	0.269	2.193	0.033
Work Happines	0.478	0.194	0.318	2.463	0.002

Source: spss output (2023)

1. For the employee engagement variable, the value of t-count > t-table ($2.193 > 1.67$) with a significant level of $0.033 > 0.05$, then hypothesis 1 is accepted so it can be concluded that partially employee engagement variable has a significant effect on employee satisfaction on employees Research and development agency for North Maluku province.
2. For the work happiness variable, the value of t-count > t-table ($2.463 > 1.67$) with a significant level of $0.000 > 0.05$, then hypothesis 2 is accepted so it can be concluded that partially the work happiness variable is significant on employee satisfaction in the Research and Development Agency employees Regional Development of North Maluku Province.

From the multiple regression output, it is known that the F-count value is 7.841 while the F-table value is searched at a significant level of 0.05, so the result for the F-table value is 2.78. This means that the value of F-count > F-table ($7.841 > 2.78$) with a significant level of $0.001 < 0.05$. Based on these results, hypothesis 3 is accepted. It can be concluded that the variables Employee Engagement and Work Happiness simultaneously influence Employee Satisfaction in the employees of the Regional Research and Development Agency of North Maluku Province.

Table 3. F Test Results (Simultaneous)

Table of F Test Results (Simultaneous)						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	140.433	2	70.217	7.841	.001 ^b
	Residual	456.676	52	8.955		
	Total	606.109	54			

Source: spss output(2023)

3. Discussions

Based on the research results, it is known that employee engagement has a positive effect on employee satisfaction, this is in accordance with research conducted by Widjaja and Purnamasari (2015) which shows that employee engagement has a positive and significant effect on job satisfaction. Furthermore, Mariska (2018) stated that there is a significant relationship between employee engagement and job satisfaction with performance.

The results of this study show employees at the Regional Research and Development Agency for North Maluku Province that job satisfaction is influenced by the work itself, which indicates work that requires initiative or creativity. With the demand for initiative and creativity in carrying out work, employees must indirectly be able to spend most of their time, energy and thoughts on their work because this is an important part for individuals so that the wishes or expectations of employees are fulfilled.

This study reveals a significant relationship between work happiness and employee satisfaction. In other words, happy employees contribute to a good work environment, which results in increased job satisfaction.

In line with the research of Thevanes and Jathurika (2021) shows that there is a significant and positive relationship between job happiness and job satisfaction. In line with this explanation, happiness can be explained as an individual's assessment of overall life satisfaction by having lots of positive feelings within. And also, research from Javanmardnejad and Montazeri (2021). shows that happiness affects satisfaction.

The results of this study indicate that employees at the regional research and development agency in North Maluku province can enjoy and love their work positively. A comprehensive measure of happiness at work includes job involvement, job satisfaction and effective organizational commitment. Employees who are happy at work will work optimally, happy employees will behave positively towards the work environment and the environment outside of work, and job satisfaction is an important indicator in creating job happiness.

Based on the results of the simultaneous test analysis conducted to determine the effect of the variables employee engagement and work happiness simultaneously have a positive and significant effect on employee satisfaction in the regional research and development agency of North Maluku province. The influence exerted by the two variables is positive, meaning that the higher the employee engagement and work happiness, the higher the employee satisfaction. Whether employee satisfaction is good or not can also be influenced by engagement factors and employee happiness factors at work. An employee who has an attachment to a good organization and also has positive and optimistic feelings at work will tend to increase good job satisfaction.

4. Conclusions

Based on the results of the analysis of the discussion data described in the previous chapters of this study, the following conclusions are obtained:

1. Employee engagement has a positive and significant effect on Employee Satisfaction at the Regional Research and Development Agency of North Maluku Province, which means that the better the employee engagement, the higher the employee satisfaction, however, the lower the employee engagement, the lower the employee satisfaction.
2. Work happiness has a significant positive effect on employee satisfaction at the Regional Research and Development Agency of North Maluku Province, if employees apply good positive emotions within themselves when working it will increase satisfaction (employee satisfaction) for these employees, but if there is no application of inner happiness when work, the worse the employee satisfaction is.
3. Employee engagement, work happiness both have a simultaneous and significant effect on employee satisfaction at the Regional Research and Development Agency of North Maluku Province. That the higher the employee satisfaction and the better the employee satisfaction of an employee, the higher the level of employee engagement and work happiness of the employees of the regional research and development agency in North Maluku province.

5. References

- [1] Adhan, M., Jufrizen, J., Prayogi, MA, & Siswadi, Y. (2020). The mediating role of organizational commitment on the effect of job satisfaction on the performance of permanent lecturers at private universities in Medan city. *Ocean Journal of Economics and Business*, 11(1), 1–15.
- [2] Afifah, AY (2017). The Effect of Job Satisfaction on Employee Engagement Mediated by Teamwork (Study on Millennial Generation in Indonesia). *Journal of Chemical Information and Modeling*, 53 (9), 78–86.

- [3] Al-Ali, W., Ameen, A., Isaac, O., Khalifa, GS, & Shibami, AH (2019). The mediating effect of job happiness on the relationship between job satisfaction and employee performance and turnover intentions: A case study on the oil and gas industry in the United Arab Emirates. *Journal of Business and Retail Management Research* , 13 (4).
- [4] Ali, S., & Farooqi, YES (2014). Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Performance and Employee Engagement (A Case of Public Sector University of Gujranwala Division). *International Journal of Multidisciplinary Sciences and Engineering* , 5 (8), 23–30.
- [5] Anggraini, R. (2018). The relationship between job satisfaction and happiness at work for PT POS Indonesia Pekanbaru employees. *Psychopolytan: Journal of Psychology* , 1 (2), 28–35.
- [6] Arianti, WP, Hubeis, M., & Puspitawati, H. (2020). The Influence of Job Satisfaction Factors on Employee Engagement in the Perwiratama Group. *Journal of Theory and Applied Management Journal of Theory and Applied Management* , 13 (1), 31–48.
- [7] Atthohiri, NA, & Wijayati, DT (2021). The Effect of Employee Engagement on Job Satisfaction with Work Life Balance as an Intervening Variable. *Journal of Management Science* , 9 (3), 1092–1100.
- [8] Chinanti, DWP, & Siswati. (2018). The Relationship Between Happiness At Work And Employee Engagement To Employees Of Pt. Dwi Prima Sentosa Mojokerto. *EMPATI Journal* , 7 (3), 199–205.
- [9] Ernawati. (2019). The Relationship Between Organizational Culture And Employee Happiness At Work Pt. Excellent Works. Muhammadiyah Surakarta university.
- [10] Fisher, CD (2010). Happiness at Work. *International Journal of Management Reviews* , 12(4), 384–412.
- [11] Ghozali, I. (2016). Detection Analysis On Fraudulent Financial Reporting. *Journal of Risk Governance and Control* , 6, 113-238.
- [12] Ghozali, I. (2018). Multivariate Analysis Application with IBM SPSS 25 Program .
- [13] Hamali, AY (2016). Understanding of Resource Management (Strategy for Managing Employees). Yogyakarta: CAPS (Center for Academics Publishing Service).
- [14] Javanmardnejad, S., Bandari, R., Heravi-Karimooi, M., Rejeh, N., Sharif Nia, H., & Montazeri, A. (2021). The effect of Happiness, quality of working life, and job satisfaction among nurses working in emergency departments in Iran. *Health and Quality of Life Outcomes* , 19 (1), 1-8.
- [15] Profit, NR, & Kusumaputri, ES (2020). Happiness in the Workplace: Effectiveness of Online-Based Psychological Intervention "Practice of Three Good Things" Nur Rahmat Profit Psychology Study Program Sunan Kalijaga State Islamic University. *Journal of Psychological Intervention*.
- [16] Luthans, F. (2006). *Organizational Behavior 10th* . Indonesian Translation Edition. Yogyakarta (ID): ANDI Publisher.
- [17] Mariska, DD (2018). The relationship between employee engagement and job satisfaction with performance. *Insight: Journal of Psychological Thought And Research* , 14 (1), 91-98.
- [18] Mayendry, T., B. Dunggio, MR, Rahmatika, A., Syahri, QM, & Syamsul, H. (2020). Development of a Work Happiness Measurement Tool . *Al-Taujih Journal: Frames of Islamic Guidance and Counseling* , 6 (2), 105–112.
- [19] Mustofa, AC, & Prasetyo, AR (2020). Relationship Between Happiness at Work and Job Satisfaction in Nurses in the Inpatient Section of the Sultan Agung Islamic Hospital Semarang. *EMPATI Journal* , 8 (4), 665–671.
- [20] Noercahyo, US, Maarif, MS, & Sumertajaya, IM (2021). The role of employee engagement on job satisfaction and its effect on organizational performance. *Journal of Management Applications* , 19 (2), 296-309.
- [21] Pryce & Jones, J. (2010). Happiness at Work. Maximizing Your Psychological Capital for Success. In *Management Decision* (Vol. 49, Issue 6).
- [22] Rachman, L., & Dewanto, A. (2016). The Effect of Employee Engagement on Job Satisfaction and Nurse Turnover Intention (Study at Wava Husada Kepanjen Hospital Malang). *Journal of Management Applications* , 14(2).
- [23] Robbins, S. (2003). *Organizational behavior*. Jakarta: Gramedia.
- [24] Schaufeli, WB & Bakker, AB (2004). "Job Demands, Job Resources, And Their Relationship With Burnout Engagement: A Multi-Sample Study". *Journal of Organizational Behavior*. Vol. 25.
- [25] Schaufeli, W. (2021). Engaging Leadership: How to Promote Work Engagement? *Frontiers in psychology*, 12(1), 1–10. Frontiers Media SA.
- [26] Seligman, M. (2005). *Creating Happiness with Positive Psychology*. PT Mizan Pustaka.
- [27] Shmailan, AS Bin. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1–8.
- [28] Sugiyono. (2018). *Quantitative Research Methods* .
- [29] Sujati, Y. (2018). *Job Satisfaction: Importance, Influencing Factors, and Implications for the Organization* . Sanata Dharma.
- [30] Thakur, P. (2014). A Research Paper on the Effect of Employee Engagement on Job Satisfaction in the IT Sector. *Journal of Business Management & Social Sciences Research*, 3 (5), 31–39.
- [31] Thevanes, N., & Jathurika, M. (2021). Employee happiness and its relationship with job satisfaction: An empirical study of academic staff in a selected Sri Lankan University . *Asian Journal of Social Science and Management Technology* , 3 (1), 34-43.
- [32] Vandenberghe, C. (2011). Workplace spirituality and organizational commitment: an integrative mode I. *Journal of Management, Spirituality and Religion* , 8(3), 211- 232.
- [33] Veenhoven, R. (2006). *Sociological Theories of Subjective Well-Being*. Handbook. The Guilford Press New York London: A Division of Guilford Publications ,

- [34] Widjaja, DC, Kristanti, SE, & Purnamasari, M. (2015). "The Influence of Employee Engagement on Job Satisfaction and Turnover Intention at Swiss-Belinn Surabaya." *Journal of Hospitality and Service Management* , 3 (1), 141–152.
- [35] Yuswardi. (2019). *Analysis of Factors Influencing Employee Engagement in Star-rated Hotels in Batam*. *Jesya*, 2 (2), 195–205.