

HAPPY WORKPLACE FACTORS AND ACTIVITIES OF FOOD INDUSTRY EMPLOYEES

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Received: 23 June 2020

Revised: 10 May 2021

Accepted: 11 May 2021

ABSTRACT

The purposes of this research were 1) to explore the happiness factors of Thai employees who are working in the happy workplace award-winning companies, 2) to explore the human resource department activities in promoting happy workplace in the companies, and 3) to investigate the happiness factors among different generations of the employees. The research design was an exploratory sequential mixed-method. The participants consisted of 9 interviewees, and the participants in the quantitative part were 221 employees in three food companies. The qualitative research tools are a semi-structured in-depth-interview guide. The data collection method for the quantitative part was questionnaires. The data collection method was utilized by Google online application. The results of the studies, according to the research questions, revealed that the happiness factors from the qualitative studies are Healthy: exercise, Healthy: relax, Teamwork, Regulation, Leadership, Income, and Environment. Generation X attaches importance to teamwork, leadership, good salary and welfare, and work characteristics. Whereas, Generation Y gives priority to teamwork, freedom, good salary and welfare, environment, and work characteristics. For Generation Z, they place importance on teamwork, freedom, regulation, healthy, good salary, and work characteristics. The statistical analysis of happiness factors among three different generations is significant.

Keywords: Happy workplace, Happiness factors, Happiness activities, Generation, Food industry

Background of the Research

Thai Health Promotion Foundation (ThaiHealth) appreciated that “human resources” were the heart of every organization, and “reating happiness” of people within the organization was a strategy for creating “Happy Workplace”. Happy Workplace is a part of increasing the capacity of personnel for modern organizations. It does not only impact the efficiency and effectiveness of the organization, but it can extend results to the

family’s happiness community and society as well (Panison, Sadaenghan, & Ingard, 2017). The concept of a happy workplace has been applied in many organizations and widely used as criteria for evaluating in several organizations. The results may be different depending on the context of the organizations. However, the study of the consequences of the organization that has implemented such concepts seriously can be summarized into various issues. It was divided into 3 levels (Supamas, 2011) as follows.

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1. Benefits to employees: employees in the organization will be happy to live properly and affect to the creation of good works and efficiency. For instance, they receive good compensation and welfare, feel that they are valuable resources and important to the organization. The relationship between employees and managers would be better. It creates motivation at work, causing stability in the profession to know how to improve the quality of life. It can be distributed to individuals, families, and communities.

2. Benefits to the organization: employees in the organization are the driving force of the organization to achieve the organizational goals. They are happy and fun to work. When employees are enjoy working, it could decrease of the absence of job attendance statistics, sick leave or errand leave. Besides, it would result in higher productivity of the organization, and improve the quality of product and service, also make a better working environment. When the relationship between managers and employees is improved, it causes a decrease in work dissatisfaction and resignation rate. Moreover, if employees are more committed to the organization, the company will save costs in recruiting and training new employees. Furthermore, it creates a strong community in the organization and promotes a good image for the organization.

3. The benefit to the country: one function of the organization for society and the nation is creating effective labor relations in the organization. When employees are happy in their work, they will be able to create works benefiting the organization effectively. So the organization then turned its attention to creating happiness within the organization to increase the efficiency and effectiveness of the work of employees.

The study of happiness in an organization tends to focus on happiness factors. There are many factors affecting happiness at work. Many scholars had presented the examples of happiness: the connection, love of the work, work achievement, recognition (Manion, 2003), the participation in decision making, independence to work, empowerment (Kumsiripituk, 2002), work in freedom, challenging job, and the power of making a decision (Dierendonk, 2005), etc. These are the studies of happiness factors affecting the employees' working life, but the study of happiness in different generations among the employees is still not available.

The human resources department of the company, applying the happiness factors, has utilized several human resource development activities such as training, doing study tours to the prototype company of a happy workplace, celebrating New Year or birthday parties, etc. These activities are organized for all employees to participate without concerning employees' differences. Employees in companies are different in many aspects, whether it be generation, religion, ethnicity, etc. Although the activities are focusing on the participation of various generations of employees, there are still no specific studies or researches. It is the reason for the happy workplace activities are not successful in applying to each employee.

Objectives of the Research

1. To explore the happiness factors of Thai employees who are working in happy workplace award-winning companies.
2. To explore the human resource department activities in promoting the happy workplace in the companies.
3. To investigate the happiness factors among different generations of the employees.

Research Questions

1. What are the happiness factors for award-winning companies to promote a happy workplace?
2. What are the activities organized by the companies to create a happy workplace?
3. How do the companies organize the activities to promote a happy workplace which is suitable for all employees' generations?
4. How do the companies arrange the activities for the different generations?

Literature Reviews

Happiness is a feeling or an emotion. There are several levels of happiness from a little happiness or satisfaction to enjoyment or full of fun. It is physical and mental comfort. Besides, the word "happiness" is often collocated with other words, such as "eat well, be happy (well-being)". Several studies have placed the word "happiness" with others. Therefore, happiness is a part of "well-being". It is a social indicator, but it is concrete and also the objective measurement. These are many indicators used for measuring the components of physical happiness, such as health, educational level, job, and social environment (National Health Assembly, 2005).

Happiness factors

Many scholars had explained the happiness factors for decades. Manion's study (2003) introduced 4 components of happiness which consist of connection, work affection, work achievement, and recognition. Kumsiripituk (2002) found that satisfaction or happiness at work has happened from participation in decision making, independence to work, and empowerment. Dierendonk (2005) had studied and found that job descriptions that promotes happiness are work in freedom, challenging job, and the authority of making a decision. Warr (2007) said that the

employee's working happiness is caused by work satisfaction. Happiness at work comes from the inside of personal mind. Having a response to working incident or having the experience of the person consists of work pleasure, work satisfaction, and enthusiasm for work. Diener (2003) said that the factors affecting the happiness of employees are life satisfaction, job satisfaction, positive affect, and negative emotions. Janesantikul (2018) found that happiness in the workplace was positive, that workers were satisfied in the work environment, good relationships with colleagues, and were motivated to work. Guidelines for creating happiness in the workplace are to focus on the organization of the working environment with regard to cleanliness, hygiene and health, design, operation and process improvement, continuous reward and enhancing labor relations.

Generation

In the organization, the generation of employee is certainly different. Costanza, Badge, Fraser, Severt, and Gade (2012) explained the differences in the three generations. First, Baby Boomers (1951-1965) are described as the person of idealistic, hard-working and dedicated, valuing positioning promotions, and titled. Second, Generation X (1964-1978) is described as the person who seeks a balance between work and family or leisure. They are likely to be realistic, team-oriented. They own advanced technological skills, prefer working independently, and seek a working environment in which they can apply their ability and expertise. In addition, members of Generation X are often viewed as not sharing Baby Boomers' emphasis on career and loyalty to their employers. Some authors have noted that it is just some of them because many Generation Xers have observed Baby Boomer parents losing their job, even though they did hard work. For example, the downsizing and

reconstruction of the organization could eventually lay them off no matter how hard they work for the organization. Members of Generation X usually consider Baby Boomers a domineering, whereas Baby Boomers often regard Generation X as a “wild generation” without a sense of social commitment. Third, members of Generation Y (1979-1993) are characterized as dynamic, confident, straightforward, and opinionated. Members of Generation Y have grown up using computers and cellular phones—they are sometimes referred to as the “Linked Generation”—and they expect ready access to electronic communication and up-to-date technology (Costanza et al., 2012). A new generation is starting to emerge. Generation Z, the cohort born between 1996 and 2010, is ready for the spotlight. Generation Z (1997-2010) is arriving and they are different from previous generations. Gen Z has characteristics that are extremely valuable to employers, such as their willingness to work hard, work nights and weekends, and willing to relocate for a better job opportunity. In fact, they believe they need to work harder than the previous generations. They see a clear difference between a first job and a dream job. The most important aspects of their first job are the opportunity for career growth and stability, fulfilling work and a friendly work environment. When it comes to their dream job, the most important factors are salary, leadership development, obvious career path, work culture, work-life balance, flexible schedule, and travel opportunities.

Food industrial

The food industry of Thailand is the main industry of the country as an important export product and attracts foreigners to visit the country. Together with the government's policy to make the country a “world kitchen”. Therefore, the companies that produce and

distribute food are an organization that is very important to the country's development. When those companies are managed in terms of raw materials, machinery, finance and most importantly “Human resources” will be good, it will contribute to the prosperity and economic stability.

This research had studied 3 generations, all 3 generations of employees are different in the background, ideas, beliefs, experiences, daily life which cause the “generation gap” in the organization. These differences bring about the problems to the human resource department to create and organize happiness activities matching various needed of employees' generation.

Methodology

This research is the exploratory sequential mixed methods. Quantitative research had used the questionnaires as a tool for data collection. Besides, the researchers had applied the interview forms as a tool for collecting data for in-depth interviews. The researchers decided to choose the employee group in 3 food companies as the purposive selection. The employees, nine persons in total, had been divided into 3 generations which are Gen X, Gen Y, and Gen Z.

For qualitative study, the researchers had used the semi-structured in-depth interview tool and open-ended response questions for collecting information about happiness factors, happiness activities, and human resource department roles. After receiving the information from the in-depth interview, the researchers took the transcript of the interview, read all the information to capture important issues, then, compile the same or similar points to create happiness factors at the work for each generation (coding). For the next process, the researchers compared and re-organized the group of information to

create the factors of overall happiness at work of all 3 generations for statistical analysis.

For quantitative study, the researchers had used questionnaires as the tools by questioning the samples-it was calculated by applying the Cochran's Formula (Cochran, 1963) for sample size, consisting of 400 employees in 3 food companies. Finally, we had received 221 questionnaires back. The questionnaire were divided into 4 parts as follows:

The first part is the demographic questions: gender, age, working experience, position level, income, marital status, and education level. These questions are close-ended.

The second part is the questions about happiness factors applied from the Likert's scale rating (Likert, 1932). The questionnaire is divided into 5 levels, consisting of 40 questions. Eventually, they are divided into 7 happiness factors as follows,

1. Healthy: exercise (5 questions)
2. Healthy: relax (6 questions)
3. Teamwork (9 questions)
4. Regulation (4 questions)
5. Leadership (5 questions)
6. Revenue has (6 questions)
7. Environment (5 questions)

The third part is the questions about happiness

activities and human resource department roles utilizing the Likert's scale rating. The questionnaire are divided into 5 levels, consisting of 12 questions. Then the researchers divided them into 2 areas as follows,

1. Happiness Activities (7 questions).
2. The Role of the Human Resource Department (5 questions)

After receiving the questionnaires back, the researchers had validated the questionnaire and recorded the data in SPSS program. The researcher used statistics to analyze descriptive data: percentage, mean, and standard deviation. The statistics used to analyze comparative data were One-way Analysis of Variance (One-Way ANOVA).

The research hypothesis is that employees of different generations of food companies are happy to work differently.

The Research Findings

The researchers demonstrate the results of the data analysis by separating the research objectives as follows:

Happiness factors

The researchers had interviewed 9 participants from 3 food companies (Table 1) and the results of the qualitative data analysis gave the happiness factors of each generation.

Table 1 Participant characteristics

Company	Gender	Generation	Age	Experience	Department
A	Female	X	45	10	Production
	Male	Y	27	2	IT
	Male	Z	23	1	Accounting
B	Female	X	39	3	Production
	Female	Y	33	10	Production
	Female	Z	22	6	Sale
C	Male	X	45	25	Business development
	Male	Y	31	9	HR
	Female	Z	23	1	Marketing

The result revealed that Generation X participants gave precedence to teamwork, leadership, good salary and welfare, and work characteristics. While, Generation Y participants attached importance to teamwork, freedom, good salary and welfare, environment, and work characteristics. And Generation Z participants placed

importance on teamwork, freedom, regulation, healthy, good salary, and work characteristics (Table 2).

Therefore, happiness factors from qualitative analysis can be divided into 7 factors which are healthy: exercise, healthy: relax, teamwork, regulation, leadership, income, and environment

Table 2 Happiness factors of each generation

Generation	Happiness factors						
	Teamwork	Leadership	Salary & welfare	Work characteristics	Freedom	Environment	Regulation Healthy
X	✓	✓	✓	✓			
Y	✓		✓	✓	✓	✓	
Z	✓		✓	✓	✓		✓

Happiness activities and human resource department roles

The researchers found that all generations of participants had agreed in the same direction that happiness activities had an impact on their happiness of working. Therefore, the companies should arrange happiness activities for employees and allow them to be parts of creating happiness activities. Happiness activities that participants want the company to organize are the New Year Party, sports day, CSR activities, making merit, etc.

For the role of the human resource department, the participants have also similar opinions. The respondents showed that the employees require the human resource department to play a role in planning and organizing work happiness activities.

However, as of now, the human resource department has not fulfilled the mentioned role yet because senior executives do not support and they have limited budgets.

The difference of happiness factors in each generation

After determining the happiness factors, the researchers then brought the happiness factors to create a questionnaire for compared different types of happiness factors, happiness activities, and human resources roles in each generation. The questionnaire is divided into 4 parts and the research results shown as follows:

Part 1 represented the characteristics of the participants in Table 3, regarding gender, age, experience, position, income, marital status and educational level.

Table 3 Demographic of participants' data

Personal factors	Sub-variable	Number (people)	Percentage
Gender	Male	55	25
	Female	165	75
Age	Less than 25 years	82	38.6
	25-39 years	115	53.9
	40-54 years	16	7.5
Working experience	Less than 3 years	143	65.3
	3-5 years	49	22.4
	More than 5-10 years	12	5.5
	More than 10-15 years	7	3.2
	More than 15 years	8	3.6
Position	Manager or supervisor	30	14
	staff	184	86
Income	Less than 10,000 baht	24	11.1
	10,001-30,000 baht	176	81.1
	30,001-50,000 baht	16	7.3
	50,001-100,000 baht	1	0.5
Marital status	Single	169	76.8
	Married	42	19.1
	Divorce	6	2.7
	Separated	3	1.4
Educational level	Less than Bachelor's degree	117	52.9
	Bachelor's degree	101	45.7
	Master's degree	3	1.4

Part 2, the researcher analyzed data by using descriptive statistics from the 7 happiness factors of each generation (Table 4). It is found that the highest average score for all

generation is Leadership ($X, \bar{X} = 4.51, Y, \bar{X} = 4.22, Z, \bar{X} = 4.07$) and the lowest average score is Healthy: exercise ($X, \bar{X} = 3.62, Y, \bar{X} = 2.94, Z, \bar{X} = 2.93$).

Table 4 Average score and standard deviation of happiness factors

Happiness factors	X		Y		Z		Total	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Healthy: exercise	3.62	1.001	2.94	0.794	2.93	0.777	2.97	0.877
Healthy: relax	3.64	0.534	3.13	0.505	3.18	0.504	2.88	0.669
Teamwork	4.34	0.521	4.07	0.547	4.06	0.636	4.07	0.623
Regulation	3.64	0.567	3.22	0.486	3.25	0.468	3.51	0.664
Leadership	4.51	0.719	4.24	1.057	4.07	0.857	3.82	0.792
Revenue	3.63	0.631	3.27	0.951	3.16	0.744	3.23	0.891
Environment	3.86	0.776	3.56	0.661	3.43	0.736	3.51	0.723

Part 3, the average scores from happiness activities and the roles of human resource department revealed that Generation X has the highest mean scores of happiness activities and human resource department

roles ($\bar{X} = 3.09$, $\bar{X} = 3.52$), followed by Generation Z ($\bar{X} = 3.07$, $\bar{X} = 3.24$), and the lowest is Generation Y ($\bar{X} = 3.05$, $\bar{X} = 3.15$) (Table 5).

Table 5 Average score and standard deviation of happiness activities and human resource department roles

Generation	Happiness activities		The role of human resource department	
	Mean	SD	Mean	SD
X	3.09	0.756	3.52	0.465
Y	3.05	0.838	3.15	0.579
Z	3.07	0.852	3.24	0.559

Part 4, the researchers compared the differences in happiness factors between all 3 generations. It shows that the results of the

statistical analysis are significantly different (Table 6).

Table 6 Analysis of variance in Happiness factors

Happiness factors		SS	df	MS	F	Sig.
Healthy: exercise	Between groups	7.612	2	3.806	5.498	.005*
	Within groups	144.676	209	.692		
	Total	152.288	211			
Healthy: relax	Between groups	3.080	2	1.540	3.809	.024*
	Within groups	84.506	209	.404		
	Total	87.586	211			
Regulation	Between groups	4.346	2	2.173	5.246	.006*
	Within groups	86.573	209	.414		
	Total	90.920	211			

* $p \leq 0.05$

Table 7 showed that Generation X has a statistical difference from generation Y and Z in 3 factors which are Healthy: exercise

(Sig. = .005), Healthy: relax (Sig. = .024), and Regulation (Sig. = .006).

Table 7 Analysis of differences in pairs of Happiness factors

Happiness factors	Generation (I)	Generation (J)	Mean difference	Std. error	Sig.
Healthy: exercise	Z	Y	.476	1.205	.693
		X	-.685	.227	.003*
	Y	Z	-.048	.121	.693
		X	-.732	.222	.001*
	X	Z	.685	.227	.003*
		Y	.732	.222	.001*
Healthy: relax	Z	Y	-.016	.920	.864
		X	-.465	.174	.008*
	Y	Z	.016	.092	.864
		X	-.449	.169	.009*
	X	Z	.465	.174	.008*
		Y	.449	.169	.009*
Regulation	Z	Y	.064	.093	.492
		X	-.492	.176	.006*
	Y	Z	-.064	.093	.492
		X	-.557	.172	.001*
	X	Z	.492	.176	.006*
		Y	.575	.172	.001*

* $p \leq 0.05$

The analysis of statistical differences of happiness activities and the roles of human resource department revealed that it has not statistically significant differences.

According to the analysis of happiness factors, happiness activities, and human resource department roles, it can be concluded that the research objectives are happiness factors: Healthy: exercise, Healthy: relax, Teamwork, Regulation, Leadership, Revenue, and Environment. These factors were collected from participants' opinions.

The analysis of F-test (One-Way ANOVA) statistics showed that Generation X had a significant difference in 3 happiness factors from Generation Y and Z. Those are Healthy: exercise, Healthy: relax, and Regulation.

Employees agreed that the company should organize various happiness activities, and

create new activities every year. Furthermore, it should allow employees to share their views on organizing happiness activities. As for the roles of human resources department, the employees believed that the human resource department played an important role in organizing happiness activities, presented new and various happiness activities, encouraged and supported employees to participate in happiness activities organized by the company. The analysis of the statistical differences of happiness activities and human resource department roles for all generations are not significantly different.

Discussion

Addressing the first research question, it is supported by Abadi, Choiriyah, Sukmana and Karuniawan. (2018) who summarized that

factor affecting the happiness is health, it can lead us to be more happiness. Furthermore, Yoocharoen and Aungabsee (2018) supported this result and provided that the definition of a happy workplace was the organization that encouraged its employees to have a common goal, focus by adjusting a new work process. The organization should have operation guidelines which supported one another and strive for highest efficiency. Moreover, the employees themselves should have an opportunity to do what they loved, and own a good attitude towards work. Importantly, they deserve to have good colleagues, they will happy to work and love their work. The overall factors that created a happy workplace are a total of 9 elements in accordance with the concept of a happy workplace of Thai Health Promotion Foundation (Thai-Health). In addition, the researchers found additional 2 elements i.e. Happy Instrument and Happy Environment. The happy workplace which affected employees' work is divided into three types: the happy workplace affecting employees themselves, the happy workplace affecting colleagues, and the happy workplace affecting the organization.

A happy workplace can be created in several ways, but organizations that focus on internal factors in promoting happiness among employees will be able to achieve more sustainable development. In this regard, the critical success factor is inspiration from leaders, and other supporting factors such as teamwork and employee participation (Kaeodumkoeng, Junhasobhaga, & Thummakul, 2015).

Addressing the second research question, the results of the survey and quantitative data analysis in terms of the role of human resource department, most participants accepted that the human resource department is the most important unit for organizing activities to promote happiness at work. The human

resource department should have well planned to organize activities that promote happiness at work. Also, the department should provide new and various activities for happiness at the workplace. It was found that "Human Resource Practices" to conducting happiness in workplace started from a change in the management's outlook, by asking how to make employees royal to the company, and how to make the employers love and admire their employees. As of now, the company started to pay attention to the development of intra-company relationships, in parallel with restructuring and improvement of work methods. Therefore, human resource department should play a major role to create happiness working environment. It can highlight that happiness activities cannot success without the fully support from human resource department (Charoenarnpornwattana, 2016 a). A study of Andrea, Gabriella and Tímea (2016), guided that HR managers have to cope with new tasks if they want to maintain the young employees and to ensure knowledge-sharing, which is the key to competitiveness.

Addressing the third research question, most of the participants agree that the employees should participate in all activities and involve in presenting new activities to promote the happiness of the company. The company should give employees the opportunity to participate in activities that promote happiness at work and organizes activities sufficient for the needs of employees. This is congruent with Charoenarnpornwattana (2016 b), he concluded that the company has a variety of happy workplace activities to develop its employees and organization. Also, it should create virtue and happiness for society and the country. The president and the top executives realized that the importance of happy workplace is to encourage all employees to participate, and it should be integrated into the

organization's policies. Moreover, companies should encourage all employees to be good people. Encouraging employees to uphold their merit, it can be achieved by supporting activities and cordial collaborations. The company must place importance on employees' work-life quality as the basic factor of quality and effective production at the highest level. They assume that healthy employees are not only working well, but also being happy by promoting variety of happy workplace activities such as making merit, arranging parties on big days, doing volunteer activities, and so on.

Addressing the fourth research question, the results of analysis of variance in happiness activities between Generations found that the different generations have different happiness factors at the significant level 0.05. Generation X has different from other Generations in aspects of Healthy: exercise, Healthy: relax and Regulation. So the company should determine and organize appropriated activities for the employee differences. On the contrary, Eisenberg (2019) found different result which shows that Generation X turns out to be the least happy and most financially stressed generation. On the other hand, Tunyateerapong and Jindarak (2019) propose the different view that there are no difference in happiness factors among generations. The reason is that different generation have different happy workplace factors, owing to their ability to accept and perception in different ways.

There is just few studies about generation differences related to happy workplace in Food Industry. It is possible that different industry has different context. Researchers had reviewed the literature on happiness factors of employees working in the food industry and other organizations. The results are not finding the research or academic studies that compare the happiness factors in working of employees with different

generations. Even though some researchers have compared the happiness factors among different generation of employees, but they did not collect the data directly from sources and the data of Generation Z (Andrea et al., 2016; Ötken & Erben, 2013). Therefore, this research can be considered a research that no researchers have studied before.

Recommendations

The purpose of this research is to study the happiness factors in each generation of employees for the executives and the human resources department to understand the differences in the important issues that make the employees happy in working life. The results of this study found that every generation has 7 happiness factors: Healthy: exercise, Healthy: relax, Teamwork, Regulation, Leadership, Revenue and Environment.

For details, the edges of each generation are slightly different about the happiness factor. Generation X has 4 happiness factors as teamwork, leadership, good salary and welfare, and work characteristics. Generation Y has 5 happiness factors as teamwork, freedom, good salary and welfare, environment and work characteristics. And Generation Z has 6 happiness factors as teamwork, freedom, regulation, healthy, good salary, and work characteristics. In statistical analysis of the differences in the happiness factors of the generation of employees, the generation X has a statistical analysis which is different from the other generation in 3 factors. The 3 happiness factors are Healthy: exercise, Healthy: relax, and Regulation. As for statistical analysis of other happiness factors, there are no differences.

The research showed that happiness activities should be organized in accordance with the different happiness factors of each generation of employees. The executives and the human

resources department can use the results from the research as a guideline for organizing happiness activities.

Generation X pays attention to 3 happiness factors which are higher than the average of other generations, which are Healthy: exercise, Healthy: relax, and Regulation. The happiness activities that are appropriate for the happiness factors of generation X employees are annual health check-ups, arranging exercise areas for employees, keeping the workplace clean and airy, or activities that look after the health of employees. In addition, the Generation X employees participate in various recreational activities such as the New Year's party, going to rest in the provinces, making merit at the temple etc. And establishing fair company regulations and facilitating work is a matter of importance for Generation X employees.

For Generation Y and Z, the results show that happiness factors are not different. However, according to the interviews, generation Y employees who have been working for months or years they started to have the idea of wanting to be successful at work and wanting to build their own family. For Generation Z employees, they just finished their studies. They need to find experiences from talented people and live an independent life.

The happiness activities that are appropriate for the happiness factors of generation Y and Z employees are activities in which employees are able to fully demonstrate their abilities, such as project work, promotion of good working relationships, teamwork, providing an environment that facilitates work.

Recommendations for Further Study

There is one interesting issue for the researchers who interested in the happy workplace and generation of employees in the

company, it is the influence of "New Normal" on the behavioral changes of each generation of the employee and happiness in working. Another issue is to conduct research on the happiness factors and generation of employees in other industries in order to conduct in-depth studies of the different types of industries. Furthermore, an interesting issue is the research of 3 generations in other industries such as the automotive industry, real estate industry, medical industry, or educational institution. There are very few studies of 3 generations as of now.

Limitation

The COVID-19 outbreak in Thailand made data collection difficult. This is because the companies that the sample work has to establish a communication system and follow up work. This is a major obstacle in data collection, resulting in less data collected than the researcher specified.

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