

to be profitable and not waste money because when humans or employees feel happiness everything will flow by itself, such as increasing productivity, product quality, sales growth, customer satisfaction, creativity, innovation, adaptation, flexibility, and decreasing losses, absenteeism, stress of workers, accidents and occupational diseases (Chawsithiwong, 2008).

Argyle and Crossland (1987) stated that maintaining happiness is comprised of three components: the frequency and degree of a positive effect or joy; the average level of satisfaction over a period; and the absence of negative feelings, such as depression and anxiety. In addition, happiness has many factors, for example: (1) Family relationships; (2) Financial situations; (3) Work and job security; (4) Community and friends; (5) Health; (6) Personal freedom (essentially civil liberties); and (7) Personal values (a religious or spiritual aspect to life).

Happiness in work has many conditions, such as happiness in each person will be different, nobody can force or press someone to be happy or unhappy. Happiness is a long-term that will not happen suddenly, but it will happen tomorrow, next year and the next years. Happiness in work is not eternal and not funny, but they should feel happy more than unhappy.

Statement of the Problems

The automotive industry in Thailand was started in 1962 with four keys that influenced governmental change: 1) the rapid growth of automotive production and consumption in emerging markets; 2) relationships of assemblers and suppliers networks are increasing; 3) liberalization of policies and focus on industries integrated to broader regional and global network of production and consumption; and 4) large scale industries require huge amount of capital. As high demand of capacity of both the automotive industry and automotive parts affected the location to establish plants as the majority of locations for automotive suppliers, plants, parts and components are highly concentrated in provincial areas within a 70 kilometer radius of Bangkok. In 1997, the newly promoted automotive assemblers invested in the new industrial estates in the Eastern provinces of Thailand which are around 230-240 km from Bangkok, such as Chonburi, Rayong, Samutprakarn and Pathumthani. Amata Nakorn is located in Chonburi province, in the Board of Investment (BOI) Zone 2. This industrial estate previously known as Bang Pakong 2, the company's flagship estate is located on a prime site only 50 km from Bangkok. Factories that set up here have excellent access to Bangkok and the Eastern Seaboard region and benefit from the location in the heart of the Eastern Seaboard and its supporting infrastructure.

The researcher in this study was one of the human resource staff in this company and found that this company is facing challenges because the organization is attempting to support and concentrate about good benefits and welfare of employees, but turnover is still high and it is difficult to recruit new employees because of competition with other organizations and employees do not feel happy to work with them. Therefore, the management team of this company discussed and observed with other companies about what they can do to attract their employees to work with them for a long time? After that, they changed their point of view to think about the happiness of employees in the workplace to improve the quality of work life, maintain employees and sustain happiness in the workplace.

The key of an organization's success is top management, they build a happy organization as a second home for employees to be happy with work and a working environment that is talent for the organization and they cannot build it at once. Organizations have to take time, attempt to do it as a top management requirement, so if they can process it, it will be a stable organization. Top management is unable to work alone, the human resource department will be an important mechanism to drive the organization to be happy because happiness is a feeling of each employee and it can be constant. To build happiness in a workplace does not use only knowledge as theory, but they require creation, paying attention, dedication and commitment to continually maintaining and fulfilling happiness in the organization. However, top management, human resources and employees in an organization must have the same target, attitude and belief that if people are happy to work, not bored with their

job and want to work, so working will be efficient and the organization will have sustainable growth. Therefore, the organization should start to build the organization to be a Happy Workplace because the happiness at work is more likely to lead to high productivity and quality than an unhappy work place. The concept of a "Happy Workplace" as a social innovation is applied to increase the quality of life for the workers and to strengthen the organization's growth in the long-term.

The Happy Workplace model is a tool for driving an organization to happiness that was established by the Thai Health Promotion Foundation (Thai Health). Thai Health is an independent state agency from the Health Promotion Act of 2001 and is funded by a 2% surcharge tax of tobacco & alcohol excise taxes that there are 4 dimensions of wellbeing, such as physical, mental, spiritual and social. "Everyone in Thailand has capability, and is living in a society and environment conducive to wellbeing." (<http://www.thaihealth.or.th/>) is a vision of Thai Health. It means that the values and culture of Thai society, the physical environment, and the overall health system of Thailand all support universal wellbeing among people in the nation. Indeed, Happiness in the Workplace can be separated into three main groups; personal happiness, family happiness and social happiness. (Panich, 2011). In addition, they can divided into eight components : (1) Happy Body: Enjoy good health in one's body and in one's mind; (2) Happy Heart: Show kindness and sympathy for oneself and for others, be generous; (3) Happy Relaxation: Know how to relieve stress from work and life; (4) Happy Brain: Improve one's knowledge through learning; (5) Happy Soul: Have good sense of morality and faith; (6) Happy Money: Manage personal finances well; (7) Happy Family: Create an understanding and stable environment in one's family; and (8) Happy Society: Support one's community at work and at home include promote social harmony and a sustainable environment. (Watsantanarak, 2013, pp 11-12). In order to have the eight components of happiness in the workplace, an organization needs to have a good human management system and strategies for control between humans and the system to have balance in the organization.

The purposes of this study are: (1) To apply routine to research to create happiness in the workplace of an automotive parts company at Amata Nakorn Industrial Estate Chonburi, Thailand;(2) To analyze the main factors which make employees in an automotive parts company happy; and (3) To explore the proper way or model of happiness to enable employees in an automotive parts company to be happy in the workplace.

Research Questions

The research questions of this study are:

1. What is happiness in the workplace of an automotive parts company at Amata Nakorn Industrial Estate Chonburi, Thailand after applying a routine to research in the company?
2. What are the main factors that influence employees to be happy in the workplace of an automotive parts company?
3. What is the proper way for happiness creation to enable employees in an automotive parts company to be happy in their workplace?

Literature Review

Definition of Routine to Research

Routine to Research or (R2R) is wording that was created in Thailand for the support operator in a routine job to be brave to think and have an opportunity to create knowledge to develop themselves. Working at a routine job for a long time makes people feel bored with their jobs and work as machines which makes people feel undervalued. In fact, everyone is valued (Panich, 2008) so R2R or routine to research can develop boring routine jobs as knowledge, creative and being proud of one's job (Panich, 2011). R2R means to make a routine jobs to be researched by a systematic process to gain knowledge

and change problems to be a research result for developing themselves and colleagues to effect the achievement of organization targets (Surawattawan, 2009). R2R is a tool to develop people and routine jobs in the same time when people face problems, so when questions come up to find answers by applying research to be a tool to find solution. The concept of R2R can be divided into four categories: 1) to build opinion for observation; 2) to build opinion to brave to create questions; 3) to build opinion to find answers; and 4) to build opinion to bring answers to distribute. (Surawattawan, 2009). When people are working and encounter a problem, they will change to do another process but R2R will motivate people to think first, try to find information or details, whether this problem had been studied or not, if not this is a chance to do it, collect data and report the benefits of the user or operator. R2R results, such as quality of service achieving improvement and people working better and happier with the research report.

Definition and Concepts of a Happy Workplace and Happiness

A happy workplace is the well-being of an organization, a measure of a “healthy organization,” not only referring to productivity and profitability, but also includes the health and the quality of work and life of workers for sustainability. The eight components of happiness is proposed to help create and monitor a work and life balance for workers at three distinctive levels; self, family, and society, so to be a healthy organization, the organization must focus on developing human resource to set up an effort team among executives, the human resource manager and employees needs to be established the eight components of a happy workplace are: (1) Happy Body; (2) Happy Heart; (3) Happy Relaxation; (4) Happy Brain; (5) Happy Soul; (6) Happy Money; (7) Happy Family; (8) Happy Society.

The outcome of applying a happy workplace is the increase of employee satisfaction, engagement, leading to happy people, a happy home, and happy teamwork, so to adopt this model must communicate to workers or employees a clear corporate policy, goal or target of becoming a happy workplace (Panich, 2011). A happy workplace is happy people, happy home and happy teamwork, so benefits with employees getting good welfare, reducing stress, turnover, and absenteeism, employees having motivation to work, and building engagement of employees. In terms of benefit to the organization is reducing unfairness in the organization, employees have good cooperation, a good environment, able to manage or plan manpower, reducing absenteeism, employees want to come to work, increased productivity and product quality.

In this research, the researcher already proved and search more information with successful organization that process happy workplace and able to do all thing as above. To be a sustainable organization, the organization must set up good vision and mottos, realize about sustainable growth together within the organization, management or concerned persons as a role model for employees based on morals, ethics and happiness in the organization with apply happy eight components in organization.

Overview of the Automotive Industry in Thailand including the Setting of this Study

The Automotive Industry in Thailand started in 1962 with four keys that influenced govern change: 1) the rapid growth of automotive production and consumption in emerging markets; 2) relationships of assemblers and supplier networks are increasingly; 3) liberalization policies and focus on industries and integrated into broader regional and global networks of production and consumption; and 4) large scales industry require huge amount of capital. (Samart, 2004). As Table 1 shows, production capacity of the automotive industry in Thailand in 2004 because the researcher would like to show the trend of automotive in the past that in the present, the automotive industrial attempted to expand and increase productivities to serve the demands of both domestic and international customers.

	PC	1 Ton P/V	CV	Total
1. Toyota	126,000	170,000	38,000	334,000
2. Mitsubishi	50,000	100,000	20,200	170,200
3. Isuzu	-	150,000	20,000	170,000
4. Auto Alliance	2,700	132,300	-	135,000
5. Honda	120,000	-	-	120,000
6. Nissan	35,200	66,400	2,400	102,000
7. General Motors	60,000	40,000	-	100,000
8. Hino	-	-	28,800	28,800
9. Daimlerchrysler	16,300	-	-	16,300
10. YMC Assembly	12,000	-	-	12,000
11. BMW	10,000	-	-	10,000
12. Volvo	10,000	-	-	10,000
Total	440,200	658,700	109,400	1,208,300

Source : Thailand Automotive Industry Association.

Note : PC-passenger car CV - commercial vehicle
PV - pick-up

Moreover, the automotive industry has been set up in Thailand since 1962 and the late 1980s, many Japanese auto parts suppliers have striven to set up reliable production and marketing networks in Thailand. The government realized about the importance of the automotive industry, so Thailand Automotive Industry Association (TIA) and Thailand Automotive Institute were established in promoting the automotive industry (Samart, 2004).

A selected automotive part company was established in Amata Nakorn Industrial Estate Chonburi. A selected company network is in Japan (Headquarters) that they appreciated to invest and extend their network to Thailand, so they selected to establish a new company on March 8, 2002. The shareholder is Japanese (100%) and it is supported by Thailand's Board of Investment (BOI).

Research Design

In this section, the researcher presented the research design. This research used routine to research that is apply routine job to be a research by a systematic process to gain knowledge, and change problems to be a research result for developing themselves and colleagues to effect the achievement of organization targets. The purpose of using a routine to research is because it could apply research to routine jobs with basic documents, problems in the organization to consider and think about questions for development. The objectives of R2R are: 1) to support operation staff to create knowledge by themselves: 2) to change the status of an operator to developer in order to generate more knowledge: 3) to develop teamwork and support team building: 4) to produce research more broadly: 5) to develop the organization as a target (Keoaraj and Petchara, 2010)

Data Collection & Analysis

The research results of the study were obtained from 227 participants. There were 115 males and 112 females. In addition, finding was from routine job of researcher to be routine to research. The questionnaire and observation were conducted in the data collection, and this study also conducted interviews. The researcher collected data from questionnaires and then analyzed the data that showed how much percentage of questionnaires in each item to present the main factor or component of this research. After that, the researcher applied observation and interviews to analyze and support data. Furthermore, the findings present the process to implement of a happy workplace and activities for employees. As the findings, the researcher had plans for activities every month to support the eight

components of a happy workplace. Furthermore, the findings from interviewing found that there are three main categories that affect the happiness of employees as follows: (1) Welfare and Friendliness: the main keys of a happy workplace; (2) Comments and Suggestions for Happy Activity Programs; and (3) Employee perspectives for the organization in the future.

Ethical Protocols

Ethical Issues in Data Collection

For this stage, the researcher had to respect the participants and the site for research in every way as researchers can do, so protecting participants from risk and the need to respect a vulnerable population. In addition, the researcher had to consider another aspect that will affect participants, such as mentally, psychology, status, etc. Therefore, the researcher created an ethical form and then explained the purpose of this research including method, process to participant for acknowledgement, as well as guaranteeing that all information would be confidential and the participants were able to reject it anytime as steps in response to the ethical consideration. When the participant agreed and understood in the process and concept after that signed ethical form and then the researcher started to interview and recorded all information accurately.

Ethical Issues in Data Analysis and Interpretation

The researcher needed to find a way to protect the anonymity of the participants, roles, and incidents of the study and the data after collection has to be kept for a reasonable time as recommended applying a personal agreement or private agreement to designate the research data ownership. The researcher were accurate of the analysis process, the key participants were approached for further suggestions after presenting them with their transcribed interviews. In addition, the researcher tried to clarify the interview by coding data in each topic to get the right and correct information without bias. Furthermore, interpretation needs to provide an accurate account of the information also.

Findings

The researcher had analyzed the collected data as described earlier, followings are the findings;

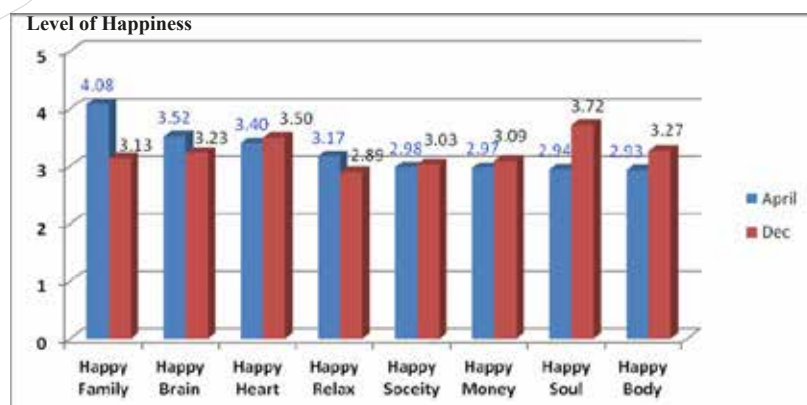


Figure 1: Findings from the survey of employees before and after starting the activities

The level of happiness remark to show the trend or range of happiness in each component for more clearness.

Discussion

Response to research question one:

“What is happiness in the workplace of an automotive parts company at Amata Nakorn Industrial Estate Chonburi, Thailand after applying routine to research in the company?”

In order to respond to research question one, the researcher in this study is one of the human resource staff in this company and found that company is facing challenges because the organization required to set up happiness in workplace to maintain employee not only benefit and welfare. The background of the selected company is automotive parts and components part production as timing drive system operated mainly by a Japanese owner that produces products to customer without a competitor in Thailand that it located in Amata Nakorn Industrial Estate, Phase Four in Chonburi. The researcher is an employee in this organization, so the researcher designed the research as routine to research or R2R that is to develop a routine job to be researched or make research in a routine job. Panich (2008) stated that R2R means using research as a tool for creating knowledge or innovation in order to develop a routine job in specific knowledge. Indeed, routine to research is to develop a routine job that is repeated and boring to seek more knowledge in order to resolve the issue by using innovation tools, such as Knowledge Management, exchanging knowledge, experimentation, observation, analysis, synthesis and logic for a summary by describing in terms of qualitative and quantitative research, and to be able to lead to a research project for job development (Keaoraj and Petchara, 2010). The researcher collected both qualitative and quantitative data by sending questionnaires to survey the happiness of participants, observation of each planned activity by video recordings, taking photos and interviews as discussed below.

The management team met and agreed to establish the happy workplace project. They supported and approved the activities to build a happy workplace for a sustainable organization at the first meeting in January 2013. The researcher continued this project from February to December, then in February 2013 the researcher set up planning and training about the happy workplace for all employees to acknowledge about this project. From March to April, the researcher submitted questionnaires to survey the happiness of employees and the summary results are as follows: happy body (2.93), happy money (2.97), happy soul (2.94), happy society (2.98), happy heart (3.4), happy relax (3.17), happy brain (3.52) and happy family (4.08). If the figure lower that means employee or participant less satisfy in that item. From the results, the researcher discussed with team members to set up activities to align with the above results. The company realized eight components of a happy workplace and set up activities but they decided to focus more on a happy body, happy money, and happy soul than the other components because the organization wanted to get the lowest ones to be better. After summarizing and getting the results, the researcher started to implement activities for each month that not only set up the activity but the researcher had to investigate the behavior and working life of employees in the organization. So, the researcher many case studies from employees to improve and develop the human resource process to be more effective and suitable with employees including finding solutions for all employees that came to consult. Therefore, the researcher tried to develop programs or activities for the whole year.

The happiness means “the belief that one is getting the important things one wants, as well as certain pleasant affects that normally go along with this belief” (Kraut and Johnstone , 1979,p170). In addition, Abraham Maslow (1943) stated about the hierarchical structure of needs that is a main factor of humans to be happy, such as self-actualization needs, aesthetic needs, cognitive needs, esteem needs, belonging love and esteem needs, safety needs, and physiological needs. Everyone would like to be happy in well-being and quality of life, so the organization needs to change and develop by adding a happy workplace project to drive the organization in terms of happiness.

The happiness in the workplace of an automotive parts company is the workplace that can build happiness for their employees in the organization in all aspects. Employees can gain knowledge and

understanding about work and life at the same time. The workplace tries to build unity or harmony in the organization based on fairness and transparency. The root of all happiness is in oneself, the family, and society, so whenever employees feel happiness and satisfaction in their well-being, the employee will share this with society. The happiness of employees is quite the same as Layard (2005) stated about happiness factors, which should be combined with family relationships, financial situations, work and job security, community and friends, health, personal freedom and personal values. In addition, happiness from this study is a family word that means not the employee's family (father, mother and children) but the organization takes care of employees as a family, not only concentrating on business, so in this organization, there are older brothers, older sisters and children. Happiness occurs from understanding, sharing, taking, and relationships between management and employees..

In addition, the findings of happiness from other literature are that different factors affect the happiness of employees' work, not only situations and time changes, so it can express that the happiness of working is not stable, or able to change as other factors. Happiness in work is not be the same, it can change anytime that depends on many factor. As behavioral sciences have realized about factors that can affect the happiness to work as seven factors which are as follows; factor one (Opinions, beliefs, intelligence and practices): factor two (Job descriptions): factor three (Supervisors, colleagues, customers and others concerned): factor four (Organization culture, working environment): factor five (Life styles): factor six (Families) and factor seven (Society, situations and the environment). However, employees should realize about changing both internal and external factors that come from the needs or wants of each person and will affect happiness. Employees should understand that not everyone is able to achieve everything as they wish, while employees must select the correct location that suits them. Meaning is human can't success in everything as they wish so it depends on human be in the right place and right time or not. Therefore, to build happiness in the workplace is not only the organization setting up by welfare, tooling and activities for employees, but employees should help themselves to find a life balance and realize that employees are a valued resource and able to build pride for themselves, the family, the organization and society (Kaewvijit, Ausahajit and Kusumavallee 2011).

Furthermore, Watsantanarak (2013) stated that the happy workplace has eight components. This is same as before to manage one's life balance to have happiness, so to manage the balance of each person will have different costs and other factors. However, the organization should develop the organization by motivating and improving employees to be happy as the happy eight aspects by setting up activities, training courses, learning about the health of employees because happiness of employees will be the happiness of the organization also. The author suggests elements to develop the organization's happiness such as: working as a team, building happiness to work together, and building creativity and developing the organization together.

Response to research question two:

“What are the main factors that influence employees to be happy in their work place in an automotive parts company?”

In order to respond to research question two, the researcher summarized the results from the survey in April that found employees were not satisfied in Happy body, Happy money and Happy soul. So, the organization and the researcher focused on these first by trying to set up activities to improve these three items. However, the researcher continued to set up other activities to support each one of the happiness factors. The researcher collected data for each month from the activities, interviews and employee observations in the organization to know and understand their feedback. Afterwards, the researcher launched all activities for each month from May to December 2013. The researcher submitted the questionnaire to survey employees in the organization again at the end of December and then analyzed data with the team to summarize the results. The researcher found that the results in December were different from April because employees had satisfaction in another Happy factor which meant employees felt satisfaction in Happy body, Happy money and Happy

Soul more than April. The researcher compared in terms of satisfaction in April and December that should differentiate such as Happy Body from 2.93 to 3.27, Happy money from 2.97 to 3.09 and Happy soul from 2.94 to 3.72. The figure means in these 3 components such as happy body, happy money and happy soul, employee have more satisfaction in these components after implement activities. The process to measure came from questionnaire of employee and then summary result by apply x. However, the researcher found that employees had higher satisfaction than in the previous month for Happy brain, Happy relaxation and Happy family, so it can be summarized that satisfaction of employees can change depending on the situation and period of time of each person, but the responsibility is to follow up, solve problems, improve or develop employees and maintain all activities is the organization

The information above is the same as the concept of Wilkinson (1996) that life satisfaction and happiness are interrelated and not exactly the same. Happiness and life satisfaction are subjective measurements of well-being that mean a person's evaluative reactions to his or her life either in terms of life satisfaction or effect. Some authors argued that increasing income does boost happiness from living in poverty. In addition, satisfaction of individual desires is the consumer culture to drive the change because people desire to find what it is to be a fully developed human being, morally and spiritually.

Furthermore, the organization needs to realize about organization change, the organization should share information or knowledge with employees for understanding objectives and purposes to build their attitudes to be the same direction with the organization, after they realized, they will perform and follow suggestions or plans to meet the organization's goals and be able to build culture in the organization. In addition, research related to a happy workplace that the Thai Summit Company realized about suitable compensation, benefits and welfare for their employee to live in society or good well-being, if they have satisfaction in this, they will focus and improve their knowledge for developing their potential, ethics and morals.

Response to research question three:

“What is the proper way of happiness to enable employees in an automotive parts company to be happy in their workplace?”

In order to respond to research question three, the researcher found results from the survey and set up activities for each month to suit employees. The researcher still found that the majority of employees were able to attend and cooperate with the activities as each activity was observed every month. Furthermore, the researcher found a suitable methodology as routine to research to observe the behavior of employees in each activity and also each day, so as routine to research. The researcher will know more about employee problems and needs to find solutions for employees in each case. In addition, the research related to happiness in the workplace emphasizing about the roles and responsibilities of the organization to set up proper ways as follows: executive and management levels must acknowledge understanding and support, supervisor and leader levels must knowledge understanding and the ability to operate, and employees must acknowledge understanding in organizational change and truly cooperate. Therefore, as data collection, the researcher would like to discuss more about the proper way of happiness in this organization, as follows:

First, the executives or management teams recognize the importance of employees in the organization and recognizes that employees are valuable resources in the organization. It is important to be able to build happiness in the organization and drive the organization to comply with the direction of management objectives. If the executives or management teams do not realize this Happiness, it will not occur. In addition, management is required to support and cooperate with the various operations to achieve the goals.

Definitions in the literature review of organization development state “An effort planned organization wide, and managed from the top, to increase organizational effectiveness and health through planned interventions in the organizations' processes using behavioral science knowledge”

(Beckhard, 1969 p.9) and organization change involves the way to drive the organization's present state to a future or target state that will include new strategies, new technology and changes in the organization (Beckhard & Harris, 1987). The pressure or force for change can be divided into internal and external that can press managers to change the organization. The above definition presents that management or executive are the main factor to develop or change the organization, if the top does not agree or accept to develop and change the organization cannot drive to the next state. Furthermore, managers need to understand needs, and chose action courses that are effective in the organization, so they will have some devices to find which include interviews, job-satisfaction surveys, group sociometric devices, performance records, questionnaires, and job design measures (French & Bell, 1999). Some organizations apply surveys to employees on a regular basic to identify problems and needs. In addition, the research related to a Happy workplace states that the roles and responsibilities of the organization are as follows: 1. Executive and management levels must acknowledge understanding and support; 2. Supervisor and leader levels must knowledge understanding and be able to operate; and 3. Employees must acknowledge understanding in organization change and truly cooperate. The researcher found that the management team realized and continually followed up on the results of this project for each quarter and the management team always joins happy workplace activities to show that they are interested and do not ignore each activity.

Second, Human resource is a partner of the organizations that drive forward and find ways or methods under policies, so Human resource is a department that sets up activities to build happiness in the organization. Human Resource recognizes that employees may not just be happy in only four factors in their lives but love, understanding, and unity of the people within the organization as well. Creating these things is not simple; it takes time to reach employees. Employees need to take care to approach them to talk more to realize that the organization is interested in all employees. Therefore, Human Resource must build understanding about the direction and vision of the organization to all employees. In addition, Human Resource has to be a consultant when employees have some problems and always observe or investigate employees.

As a middleman, human resource people have to know how to make executives understand and support such projects aimed at creating happiness for all staff members. The crucial issue is that persons who are responsible to the project should have patience and effort to overcome any obstacles, and the courage to initiate new things or any difficult jobs. Furthermore, Human Resource can change roles any time depending on factors such as economic world expansion, so the scope of human resource should be expanding and developing in accordance with the change. Human resource management is a process to support the organization to get people who have knowledge, competency to work to build the growth of the organization, meet the objective targets or policies and be ready to support any change that happens. Therefore, the scope of human resource concerns activities in the organization, such as planning manpower, recruiting and selection, development and training, compensation and benefits, health and safety, employee relations, maintaining and engaging people in the organization including human resource research.

Ulrich (2013) stated that the trend of human resource in 2013 is more talent from human capital management that focuses on developing and managing manpower in three qualifications: competency, commitment and contribution. So, human resource should be human resource for the outside-in for more creativity and be able to set up a network that human resource will concentrate on about corporate social responsibility, diversity to synergy, checking employee pulse, good health and well-being, toward organization of choice, efficiency and effectiveness, high performer organization, organization of choice..

The findings from the activities and case studies from each month can present that human resource jobs are related, such as the recruitment process to get engineers that are not suitable with the job description and do not match with the organization. So, it can affect the happiness of employees and resign from the organization that human resource has a role to analyze the causes of the problems and find solutions to prevent mistakes for the organization.

Third, supervisors or leaders of the organizations are one key success factor who must act as a role model and facilitate the implementation of the program. Supervisors are involved in enhancing the happiness of the employees in their departments by giving suggestions; developing an understanding of each other, promoting closer ties with employees as a family. When each department can build happiness and create satisfaction, it is not difficult for this organization to have sustainable happiness.

Fourth, all employees in the organization should cooperate to build happiness in the organization as well. If employees do not understand the goals or what they do, it will not come true. All employees should participate actively in all activities and they must change their perceptions toward happiness in the workplace.

Related research emphasizes happy teamwork is one factor in the organization culture to build happiness in the workplace because a happy workplace needs to be combined with happy people, and a happy home that means the organization and happy teamwork. Happy people means employees realize that they are important people in the organization and the happy home, employees should know that the organization or workplace is a second home for them, so the home needs to have love, teamwork, warm feelings, and people inside with happiness. In addition, employees should be happy in teamwork for good cooperation, sharing, supporting each other and caring about the surroundings. Teamwork is cooperation of the members in the organization to achieve targets or objectives that affect the work and happiness of humans, to build teamwork for adapting the development or change of each situation. The main factor of changing an organization is everyone in the team should know and understand the same thing so the organization is able to change or move forward. At the heart of effective teamwork in the workplace is the sense of valuing each other, which means when people come together they deliver more than they would separately. Effective teamwork in the workplace happens when three things are in place: individuals flourish as they use their strengths; people come together building relationships that often become friendships resulting in effective teamwork; together everyone achieves more as performance flows and results are achieved. The teamwork environment is a part of a happy workplace, so the organization should emphasize communication especially the vision, mission, targets and the direction of the organization. In addition, close up communication will damage the fear of employee reduction.

Implications

This section presents the implications for practice drawn from the findings of the present study. The implications are divided into two directions: for the organization level and for those concerned with Routine to Research (R2R) and Happy in the workplace activity programs.

Implications for the organization level

The shared responsibility with all managing levels in the organization is to ensure that the Happy Workplace activity programs are well planned and adequately prepared was not always realized. Sakulkoo, Tubsee and Nonthasak (2008) concluded that a well-planned program increases the readiness of the responsible parties in launching a new program and will enhance the level of success of the project. It is worth spending time on careful planning rather than launching it prematurely. Therefore, there is a need for change in the preparation, support and monitoring of all levels of the chain of command and all employees.

Findings from the present study indicate that in order for Happy Activity Programs to be fully effective and ongoing, the process of choosing and implementing it should include the people involved. In order for change to be a good environment in the organization, a happy workplace in one of the crucial issues that administrators must participate democratically with their employee in all levels by sharing power, authority, and decision making, and by promoting and nurturing leadership among staff.

For the enterprise, in addition to increased production and quality of work also resulted in the development organization has a certain direction. The departments, including top management have a policy of making routine to research for each individual or department, to a metric one. More than using KPI, a balanced scorecard is a different issue, which handles the routine to research the investment on human capital by developing the skills and knowledge to plan strategies. That needs to be modified. Make a positive impact on the organization of the routine to research the base of each task or individual activities in order to contribute to the solution.

Implications for those concerned

Findings from the present study indicated the need for increased accountabilities of the top management, middle management, supervisors, and staff of the organization. With the changeable development of the situation, diverse individuals and personnel involved or will be involved in the Happy Workplace activity program every year. Whoever has related experiences, knowledge, skills, and abilities or not, are required to become involved in the joint effort of the selection, development, and planning. All those concerned at every level should pay attention to commit themselves to the continuity and sustainability of the Happy Workplace in the organization. Furthermore, the individual level which is split into routine to research studies can put us to good use, and in the storage analysis of the work we see a continuation of the work. By applying the findings we should clearly include a systematic analysis of the happy workplace issues that are of interest.

Recommends for Further Research

First, this study was only conducted by collecting data from a routine job as the researcher is one of current human resource staff in this study. The researcher would like to recommend that it should just be a single department, i.e., a human resource department will do. But it can be adapted to different departments for each task, or it can be implemented in the organization as well. It can be done as well for other organizations to benefit and impact their organization.

Second, the Happy Workplace activity programs enabled the participants to develop both personal and professional developments of engaging with unfamiliar cultures, different life styles, and mastering new challenges (such as caring and sharing to each other). Further research is needed in these areas to fully understand how happy employees and happy organization changes take place.

References

- Argyle, M., & Crossland, J. (1987). Dimensions of positive emotions. *British Journal of Social Psychology*, 26, 127 - 137.
- Beckhard, R. (1969). *Organization development: Strategies and models*. Reading, MA: Addison-Wesley.
- Beckhard, R., & Harris, R.T. (1987). *Organizational transitions: Managing complex change*. Reading, MA: Addison-Wesley.
- Chawsithiwong, B. (2008). Happy workplace. *Social Development Journal*, 9, 61-93.
- Creswell, J. W. (2009). (2009). *Research design: Qualitative, quantitative, and mixed method approaches* (3rd ed.). Thousand Oaks, CA: Sage.
- Flick, U. (2007). *Managing quality in qualitative research*. London: Sage.
- French, W. L. and Bell, C. H. Jr. (1999) *Organization development: Behavioural Science Interventions for Organizational Improvement*. Upper Saddle River, NJ: Prentice Hall.
- Kaewvijit, J., Ausahajit, V., & Kusumavalee, S. (2011). Happy in different view from home model. Retrieved, from [Http://www.esanhappy8.com/download/download_02.php](http://www.esanhappy8.com/download/download_02.php)
- Keaoraj, S., & Petchara, Y. (2010). *Routine to research and work development of library staff*. Chonburi: Burapha University.

- Kraut, R.E.. & Johnston, R.E. (1979). Social and emotional messages of smiling; An ethological approach. *Journal of Personality and Social Psychology*, 37(9), 1539-1553.
- Layard, R. (2005). *Happiness: Lessons from a new science*. London: Penguin.
- Limkrangkrai, J. (2011) *Happy Workplace Organization*. Bangkok: Mahidol Health System Research Institute.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-96.
- Newman, L., (2002) *Professional, ethical and legal issues in early childhood*. NSW: Pearson.
- Panich, V. (2008). *R2R: Routine to research*. Retrieved from <http://home.kku.ac.th/kitsir/research/html/download/news/r2r.pdf>
- _____. (2011). *Routine to Research*, Retrieved 3rd September, 2009 from <http://advisor.anamai.moph.go.th/conference/PMQA2552/data/Meeting02/R01.pdf>
- Richards, K. (2003). *Qualitative inquiry in TESOL*. Basingstoke: Palgrave Macmillan.
- Sakulkoo, S. (2009). *Volunteering as active aging: A study of elderly Thai who are member of the Brain Bank*. Doctoral Dissertation, Human Resource Development, Faculty of Education, Burapha University.
- Samart, C. (2004). Thailand Production Networks, Trade and Investment Policies, and Regional Cooperation in Asia: A Case Study of Automotive Industry in Thailand. Master's thesis, Faculty of Economics, Chulalongkorn University.
- Surawattanawan, P. (2009). *R2R routine to research*. Retrieved June 19, 2010, from <http://www.gender.go.th/article/Data/1327046392.pdf>
- Thai Health Promotion Foundation (2001). Happy workplace Center. Retrieved 16th September, 2013, from <http://www.thaihealth.or.th>
- Ulrich, D (2013). *The HR Transformation and Leadership*. Retrieved 3rd September, 2009 from <http://www.training.siamhrm.com>
- Watsantanarak, C. (2013). *To Build Happiness in Organization*. Bangkok: Happy Workplace Center.
- Wilkinson, R. G. (1996). *Unhealthy societies: The afflictions of inequality*. London: Routledge.

Burapha University