

**FACTORS INFLUENCE HAPPINESS AT WORK OF EMPLOYEES: A CASE
STUDY OF THATPHANOM KITTISUKHSAN PLASTIC COMPANY**

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Title	Factors Influencing Happiness at Work of Employees: A Case Study of Thatphanom Kittisukhsan Plastic Company
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ABSTRACT

Happiness is a coveted aspect of human life that extends across personal, family, social, and professional domains. In the context of the workplace, individual efforts towards wellness are a key criterion for assessing the happiness index. Achieving happiness in the workplace is an important objective for all levels of an organization, from top management to workers. Against this backdrop, this study sets out to achieve two primary objectives: (1) to examine the level of work happiness among employees at Thatphanom Kittisukhsan Plastic Company; and (2) to investigate the factors that influence employees' happiness at work, including physiological needs, security and safety needs, love and belonging, self-esteem, and self-actualization. To achieve these objectives, the study employs stratified random sampling to select a sample of 127 employees working at Thatphanom Kittisukhsan Plastic Company. The data are collected using paper questionnaires, electronic questionnaires and analyzed using statistical software, including frequency, percentage, mean, standard deviation, and regression analysis. The results indicate that the overall level of work happiness and the factors of Maslow's Hierarchy of Needs are in agree level. The multiple regression analysis result reveals that there are two independent variables (Security and Safety Need and Self-Esteem) which have significant predictive relationship with dependent variable (Happiness at Workplace). Security and Safety Needs are the strongest variable which influences on Happiness at Workplace ($p\text{-value} = 0.000$, $\beta = 0.369$) followed by Self-Esteem ($p\text{-value} = 0.000$, $\beta = 0.358$). On the other hand, Physiological Need, Love and Belonging, and Self-Actualization had no significant impact on Happiness at Workplace.

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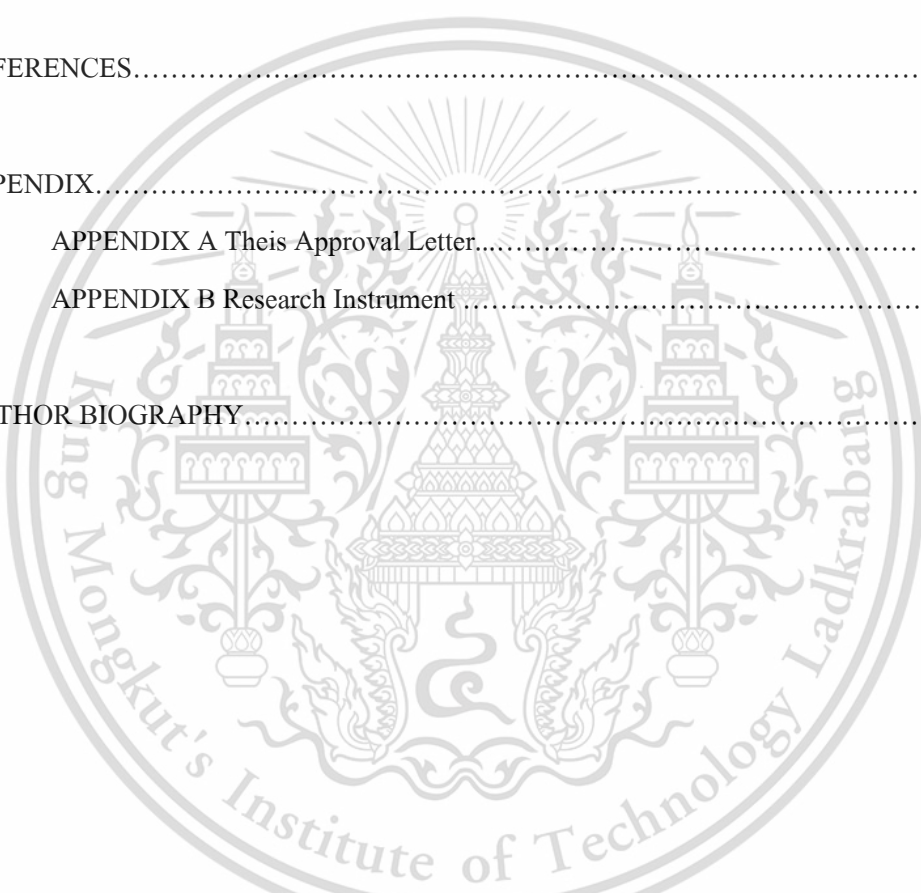
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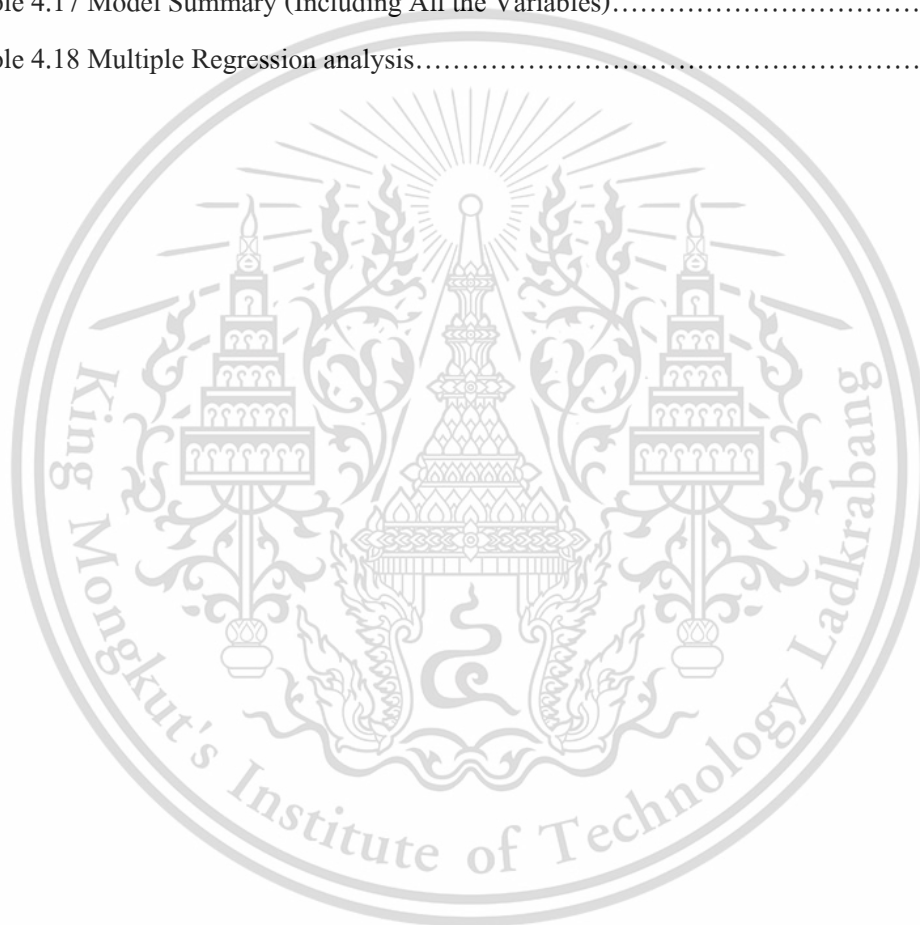


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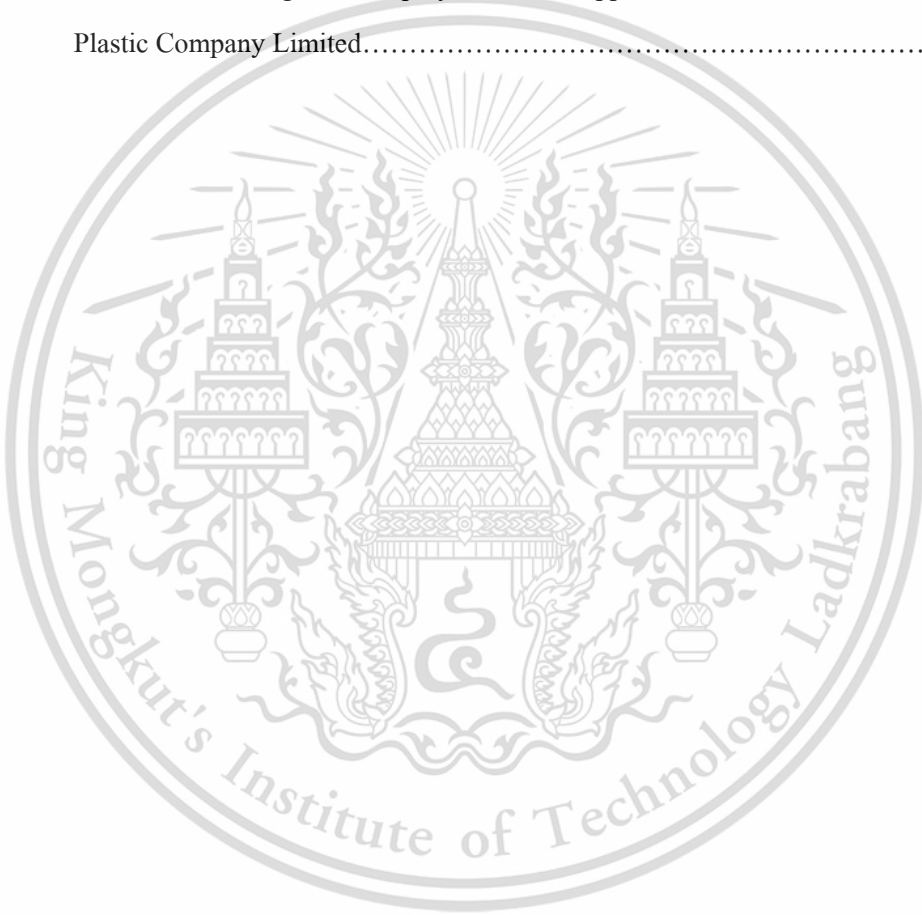
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CHAPTER 1

INTRODUCTION

1.1 Background of the Research

Thailand has advanced significantly in economics and social development during the past few decades, moving from a lower-income to an upper middle-income country in less than a generation. So, Thailand has thus been recognized as a development success story due to its outstanding poverty and ongoing robust growth. It has a fairly low official unemployment rate, however this is the bad signal in terms of quality about a large portion of employment and reflects the presence of a relatively high frequency of informal and vulnerable labour (International Labour Organization, 2018). Due to the fast-paced progress of these developments including internal and external human factors, the stress and pressure are occurred unavoidably. Therefore, all people are willing to find how to create own happiness for their daily and working life. According to the Tenth National Economic and Social Development Plan (2007-2011), the main vision focused on the development of Thai society to be Green and Happiness Society. This plan aimed to promote the well-being society relationship, also realized the human value and dignity to reduce conflict for raising happiness, peaceful coexistence and reconciliation throughout the country (The National Economic and Social Development Council, 2006). To indicate the happiness, Thailand refers the world happiness index as the people's qualitative assessment of their lives to forecast the nation's social and economic progress. For 2022, Thailand ranked 61st in the annual World Happiness Index whereas is the third happiest country is Southeast Asia in accordance with the World Happiness Report 2022 (Post Reporters, 2022).

Happiness is regarded as the people's desirable thing in every aspect of human life such as personal life, family life, social life, and working life. Therefore, one of the criteria used to measure happiness index is Individual effort about workplace wellness. The happiness in workplace is considered as the people's desirable thing at all levels in the organization from the top management level to worker. In every working daily life, almost people live from hand to mouth and generally burn their time, averaging 6-7 hours a day, at the workplace (Negrey, 2012). In line with the International Labour Organization's conference paper (International Labour Office Geneva, 2007),

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the survey result reveals that the tendency of working hours maximum from countries around the world is averaged not over than 40 hours a week; however, some developed countries are facing the problem that they have to work over hours for several reasons for instance, to earn more income for covering their living expenses and moreover enhancing their quality of life, to serve the needs of employer's working project, or to achieve the company business goal. Through the Thailand 4.0 development plan, the country focused on increasing labor potential and productivity. Thailand has now more than 36 million peoples in the working-age group, 15-60 years old, among this group about 16.9 million were working in the private industrial and service companies (National Statistical Office, 2015). Thailand has the third highest proportion of workers in the world, with 46.7% working more than 48 hours a week with very few minimum annual holidays in Asia, less than Cambodia, Indonesia and Vietnam (Pongatichat, 2007). It can be seen that working is pay important role in people life. Due to the long period of time that they have to work daily with surrounding co-workers, happiness level of each worker was found to be lower than the average level, calculated from the total daily activities. Therefore, to create the happiness becomes high necessity for all employee level in order to spend their time in the company cheerfully and productively.

Previously, there are a lot of researches and studies from many countries that explore the work happiness in different perspectives, for example Happy Workplace, Quality of Work life, Job Satisfaction, Work-life Balance, Healthy Organization, Spirituality Organization, Well-being, Stress management, Employee Engagement, Flexible Organization, etc. At the beginning stage, there are various researches that refer to the study of the socio-psychological aspects of human behavior in organizations in accordance with the Hawthorn studies, called Hawthorne Effect in Western Electric, Chicago and have been continually studying and discussing until present by many institutions. One of the examples is the result from ABAC Poll research center during August 1, 2008 to August 18, 2008 under the topic of Happiness at Workplace: Case study of people aged 18-60 years working in establishments and business organizations in Bangkok. It shown that happiness or sadness in workplace causes from many factors not only salary, income, economy, basic factor for life but also, colleague relationship, superior connection, physical, mental, and emotional health including working environment (Happy Institute, 2008). Creating a well-being in an organization or being a happy organization not only for job satisfaction, reduces absenteeism and resignation rate. It is also an important strategy to compete other organization to gain the

employee with excellent abilities (War of Talent). Accordingly, a great number of organizations concentrate on employee's well-being life (Martin et al., 2005).

In accordance with a study of Gray (2008), it was found that creating a good working environment such as non-toxic atmosphere, nice connection, supportive job function, and equipment can fulfill the worker happiness. This is one of the principal factors causes to the success of performance because when employees feel comfortable during their work. It certainly is able to create the employee's fullest potential. Happiness at work presents significant problems. Because human beings almost work out of necessity and desire. which is income and provides an opportunity to use personal abilities and skills. face the challenge and achieve personal goals (Emilio et al., 2008). Therefore, happiness and business turnover are something that go parallelly. Similarly, the study of Kato (1999) about the option management for Anevex group in Japan. It concentrates on how to create happiness in workplace. They believe that the employee satisfaction come before the customer satisfaction since if the employee are not happy, so how customer be happy?. By this concept, Anevex group's top management gives worker a chance to select and develop the way to operate or work by themselves such as, flexible date and time. They try to manage their organization as decentralization and let employee to be participation and ownership. Therefore, employee recognize that their work is valuable. Apart from the work happiness, it brings about creativity in term of work procedure, product format, and service. Employee can be properly flexible work and adaptive to serve the organization's work enhancement. Nowadays, many Thai enterprises in all level are paying more attention in creating the happiness for their members in order to support their business growth in every perspective (Chaiprasit & Santidhiraku, 2011). The concept of creating the happiness in workplace is widely added in Organization's KPI as the employee's happiness index. The happiness score will help monitoring and tracking well-being across the organization, and capture employees' experience of work (Friday Pulse, 2021).

That Phanom Kittisukhsan Plastic Company Limited was initiated by Kittisukhsan family, with their experience and expertise in the production of plastic products such as, plastic bottle container, plastic packaging for consumable products for over 24 years. The business commenced from a small-sized factory on a leased land in Nakornpanom province and then expand to a medium-sized business, aligned with the current global trend of environment sustainability and research and develop new products of the company that will be sold in Thailand and expand the market of plastic packaging products to Asean (AEC). The That Phanom Kittisukhsan Plastic Company Limited is a

Thai leading plastic bottle manufacturer who places emphasis on customer's ultimate satisfaction,
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continue developing to provide one stop service to consulting, designing, and manufacturing. The company has to consider that customers will get the best products in suit prices. In term of manufacturing, the company has investment in blowing-machine and injection-machine line with new technology. Machines were control by computer software and working by automatic. The company has the capacity more 200,000 units per day. As a result, we can have flexibly in the manufacturing process to satisfy of all customers. It is our guarantee that our customers will receive the products with good quality and suit price deliver to them on time. From the literature review from many researches, the researcher has never found the study about happiness in workplace in this kind of Industry. The researchers use the Maslow's hierarchy of needs to evaluate every level of employees' happiness. Maslow's hierarchy of needs is a theory of psychology explaining human motivation based on the pursuit of different levels of needs. The theory states that humans are motivated to fulfill their needs in a hierarchical order. This order begins with the most basic needs before moving on to more advanced needs. 1) Physiological needs 2) Security and Safety needs 3) Love and Belonging 4) Self-Esteem 5) Self-Actualization. If all company members are happy, it will sponsor the organization to gain more competitive advantage and support for company better growth sustainability by reduce the turnover rate of employees 5% every 3 month. Moreover, we believe that our employee is the core of our manufacturing business. Therefore, the researcher significantly interests to study the factors influencing on employee's happiness at the workplace by implementing the That Phanom Kittisukhsan Plastic Company Limited as the case study. The result of this study will be shared as recommendation to other similar businesses in order to be the guideline for organization improvement and strategic development in terms of the factors cause the employee's work happiness for company accomplishment. Hence, any organization should realize about the work happiness to upgrade personnel's quality of life during their work and after work since they are valuable asset who is the main mechanism who propel company in each function to achieve the business's aims. Resignation and job turnover is a factor that impact happiness at workplace. When the employees feel happy to work in the company, such happiness will be the big motivation that cause the employee engagement and organization loyalty. From the above introduction, this study will be beneficial for both managerial and practical implication. It will help company to know how to create and increase the employee's happiness to work effectively with the merit of employee retention and business's competitive advantage during the rapid world change.

1.2 Research Questions

- 1) What is the level of happiness at workplace?
- 2) What are the factors influencing on happiness of employees who are working at That Phanom Kittisukhsan Plastic Company Limited?

1.3 Research Objectives

- 1) To study the level of employee's work happiness at the That Phanom Kittisukhsan Plastic Company Limited.
- 2) To examine the factors of happiness which are Physiological Needs, Security and Safety Needs, Love and Belonging, Self-Esteem, and Self-Actualization that influence on employee's Happiness at Workplace.

1.4 Scope of Research

1.4.1 Population and Sample

To study the determinants that influence on work happiness of the That Phanom Kittisukhsan Plastic Company Limited, the main population for this study is from the employee of each department/section, totally 185 people. The researcher plan to conduct the stratified random sampling for this sample selection. The final target respondents are 127 people in accordance with approached of Taro Yamane (Yamane, 1974).

1.4.2 Variables

1.4.2.1 Independent variables which are Physiological Needs, Security and Safety Needs, Love and Belonging, Self-Esteem, and Self-Actualization.

1.4.2.2 Dependent variable which is Happiness at Workplace.

1.4.3 Timeframe of Research

The data collection was carried out in April, 2023.

1.5 Significance of the Study

In terms of expected benefits, the comprehension in each factor affecting the employee's happiness at the workplace from this study would enable executives to utilize the knowledge for planning and creating the organization strategy effectively, improving of company's current administration, and providing proper wellness workplace program and activity in order to maintain and enhance employee's work happiness. Moreover, management team could implement the finding result from this research help company to develop the employee get engagement in each other to success in company goal and importantly to support wellbeing of employee in every aspect to retain its employees and make sure the sustainability of employees.

In terms of contribution to existing work, this research project will effectively contribute to existing work done by many researchers on happiness and happiness at the workplace. In this study, the experimenter will study six factors which are, physiological needs, security and safety needs, love and belonging, self-esteem, and self-actualization affecting the employees' happiness at workplace. Many researchers have written about work happiness in various industries. Also, they used numerous concepts and theories such as, Manion concept about the Joy of work, Diener concept about Happiness or Subjective Well-being, and Warr concept about the Vitamin model of well-being at work. This research project will mainly refer the Maslow's hierarchy of needs to explore the relationship of each factor with happiness at the workplace. Especially HR that has to come together as a basis for encouraging employees to have sufficient rest. Let employees relax by doing activities together. In order for the organization to create love, unity, and for employees to aim to develop their own and organizational potential.

1.6 Definition of Terms

The definitions in this research are described below.

1.6.1 Happiness at Workplace refers to an individual positive feelings and emotions which reciprocally react between personnel and work environment.

1.6.2 Medium-sized business refers to a business that maintains revenues, assets or several employees below a certain threshold in which 100 to 999 persons.

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1.6.3 Physiological Needs refers to the lowest level of Maslow's hierarchy of needs. These are the things humans need most to survive. These include needs for water, air, food, shelter, clothing, and health. A person's motivation at this level comes from the instinct of survival.

1.6.4 Safety and Security Needs refer to a person's need to feel safe in their lives and surroundings. Motivation comes from the need for the law, order and protection from unpredictable dangerous conditions.

1.6.5 Love and Belonging refers to a basic perception of feeling loved and accepted. It initiates the interpersonal relationship with productive communication and good support.

1.6.6 Self-Esteem refers to a person's overall feeling of their worth or worth. In other words, it is a recognition of self-acceptance and trust of others at all levels. It can be divided into two types: respect based on respect and acceptance of others, and respect based on self-evaluation.

1.6.7 Self-Actualization refers to the ultimate human need. It refers to the need to develop one's potential which is the need that human beings need to achieve their own life goals and fulfillment of life.

CHAPTER 2

LITERATURE REVIEW

This chapter provides the literary works that pertain to the factors affecting workman's happiness at the workplace. The relevant theories, concepts, and research that are used for creating a conceptual framework for this study are described as the following topics;

- 2.1 Definition and Concept relevant to Happiness and Happiness at the workplace
- 2.2 Theoretical Background of Maslow's Hierarchy of Needs and concept relevant to personal needs
- 2.3 Company profile of the That Phanom Kittisukhsan Plastic Company Limited
- 2.4 Relevant researches

2.1 Definition and Concept Relevant to Happiness at the Workplace

2.1.1 Definition of Happiness

According to the Royal Institute Dictionary in 1999 (2003), the happiness is defined as the physical and mental contentment. Happiness is a type of feeling or emotion in different levels, from the beginning to the high level of enjoyment. Happiness is mood in nature, more than being situation (Myers & Diener, 1995). The definition of happiness that described in Wikipedia referring from Wolfram Alpha (2021) is positive emotional from satisfaction to intense joy in terms of mental and emotional states. In the social sciences, happiness is considered from the sense of life satisfaction, subjective well-being, flourishing, and eudaimonia (Anand, 2016). Seligman in the formula of a happy life have meaning that happiness as a life with positives activity and feeling (Vibhuti, 2012). Social researchers and Philosophers have defined happiness in varieties of way (Kesebir & Diener, 2008). Happiness can be defined as the experiences of positive feelings and a sense of satisfaction with life as a whole (Myers & Diener, 1995). Happiness is set by people can get experience and evaluate their lives Veenhoven (1984). The conceptual of happiness is the degree to which a person favorably judges the overall quality of their life. Otherwise, how much one likes the life one leads. It can know as the synonymous of wellbeing and quality of life and signify that life is good but does not specific what is good about life. Veenhoven (2013) divides the

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quality of life using two distinctions into 4 quadrants which are Subjective enjoyment of life, Utility of life, Life-ability of the person, and Livability of the environment. Abdel-Khalek (2005) states that happiness is the ultimate goal of human beings. And everyone is always looking for happiness and wants to be happy all the time. The definition of happiness varies from person to person in different ways. Therefore, human happiness cannot be guaranteed. Because different people create their own ways and are different for each person. Supportively, there is no situation that ensures that people feel satisfied. Happiness is a completely subjective feeling of a person's well-being. Which is characterized by positive emotions and no negative emotions. Argyle (2001) conceptualizes happiness as the positive inner experience, the ultimate goodness, and the ultimate motivation for all human behavior. And it is the degree to which a person judges the overall quality of life as a whole. It is said that happiness has different meanings and life purposes (Rosenberg, 2010) for different people. And there are other ways to get (Abdel-Khalek, 2005) cannot be transferred from one person to another (Tashi, 2005).

In conclusion, the happiness can be summarized as feeling perceiving or emotional state at any time. There are many words that can be used in the similar meaning as happiness which are felicity, satisfaction, contentment, and enjoyment. From the above literature review, happiness can compose of five significant aspects as follows; 1) happiness consist of good emotions, positive feelings, experiences and enjoyments of life without negative feeling such as anxiety and depression 2) to attain happiness is the fundamental human aspiration, the most important goal and ultimate aim of human being 3) attainment of happiness is an elusive ambition for some and not always obtainable 4) Happiness have different meanings and purposes of life to different people and there is different ways to achieve and not transferable from one person to other 5) happiness is satisfaction, successful, and achievement of wants and desire (Gray et al., 2008).

2.1.2 The Definition of Happiness at Workplace

According to the concept of Maenapothi (2007) happiness at work means a situation in which personnel are happy at work. effective and achieve the goals set both at the personnel and organizational levels. Gavin and Mason (2004) describe the meaning of work happiness as the positive feeling. It depends on an individual internal feeling and emotion which mutually reaction between personnel and work environment. Fisher (2010) defined happiness at work as a structure that reflects pleasurable judgment. Call it a positive attitude. pleasant experience Interpretation is positive feelings, emotions, emotions, flow states, or positive emotional experiences at work

Happiness at work also refers to employee satisfaction with work and life (Wesarat et al., 2014). Employees who feel happier at work are more likely to stay focused and productive. Incidentally, happy employees bring happiness from work to home. Likewise, they also bring a sense of happiness transfer from home to the workplace (Asiyabi et al., 2012). Januwarsono (2015) adds that employees who are happy and enjoy working, when facing the most difficult situations they can handle it easily. Kesebir and Diener (2008) explain that happiness at work can be interpreted as feeling enthusiastic about work. eager to come to work have a good relationship with colleagues Show interdependence with other people or other fields of work. Productivity, being able to get along with other employees, willing to cover or want to replace a peer's work schedule when necessary, working on complementary projects aimed at improving the workplace, products, and services to fit the job. It shows that happiness at work results in less absenteeism. Fewer accidents at work reduced stress more satisfaction happier customers and higher service quality.

Furthermore, happiness at work is not the sum of proper investment and good returns. it's more than that personal factors such as personality traits awareness level stressful factors And emotional intelligence influences the degree to which we feel comfortable in professional situations.

Diner, Oishi, and Lucas (2003) stated that subjective happiness or well-being has three important parts. The first part is a subjective assessment of personal experience. The second part included an assessment that there were no negative effects. and the third part is a general assessment of life satisfaction. They also said that workplace happiness has two common components: the cognitive dimension and the emotional dimension.

Warr (1990) proposed happiness at work through a model known as The Vitamin Model. He explained that happiness at work is the emotional happiness expressed in behavioral interactions with the environment. He previously proposed this model, identifying nine job attributes that influence employee satisfaction. as well as vitamins Employees need a quantity for each attribute in order to be satisfied with their work. In the case of the three attributes which are money, physical security, Employees can be overwhelmed without negative consequences. However, the remaining six attributes are overwhelmed. (External established goals, variety, clarity, control, skill use, and interpersonal communication) can lead to problems. He thus conceptualized the vitamin model as the last three dimensions of the cognitive scale: alertness, happiness, and self-monitoring.

2.2 Theoretical Background of Maslow's Hierarchy of Needs and Concept Relevant to Personal Needs

2.2.1 Theoretical Background of Maslow's Hierarchy of Needs

The theory of human motivation, proposed by Abraham Maslow in 1955, is called Maslow's Hierarchy of Needs. Maslow's theory is an influential theory that affects most fields of study in psychology (Lyon, 1971). His theory explained that human behavior could be described by the process of satisfying needs (Maslow, 1948a; Maslow, 1948b). In other words, it can be reflected to the higher-order needs of human being (Roming & Cleland, 1972; Huitt, 2001). Maslow (1955) classifies the basic needs into five categories which are Physiological, Safety, Belongingness, esteem, and self-actualization needs (Maslow, 1948a; Maslow, 1955). It is hypothesized that these needs appear as individual humans develop from birth to adulthood, respectively, as they move up the phylogenetic level. His hierarchy often has been depicted as a pyramid which the lower needs were more powerful (prepotent) than the higher needs. The base of this pyramid contains the most basic and primitive needs. Physiological needs and safety Ownership, respect, and the need for self-realization comprise the top level of the pyramid. for this reason Fundamental needs are often referred to as "lower" needs, while less basic needs, such as self-awareness and self-esteem, are often referred to as "lower" needs. is often called "Upper Level Needs"

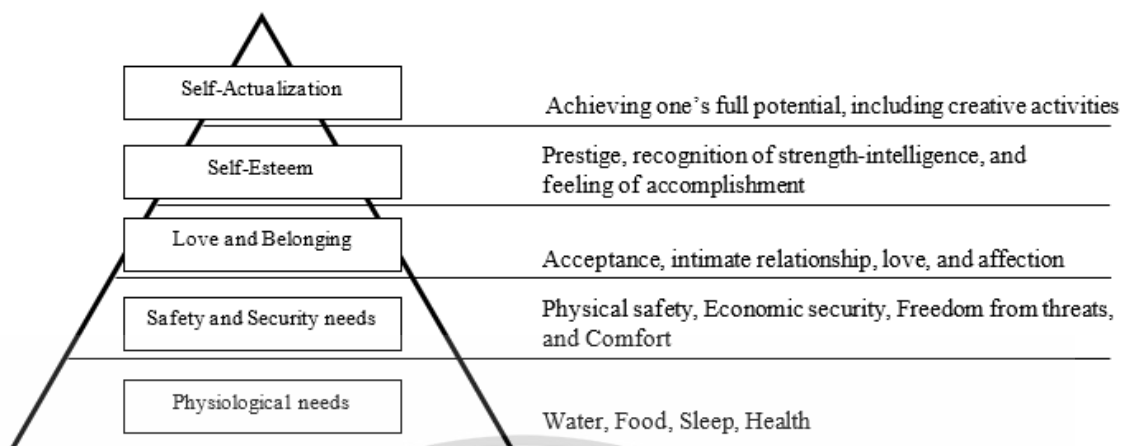


Figure 2.1 Maslow's Hierarchy of Needs

Source: Entirely Safe (2022)

Maslow supposed that in order to fulfill higher-level needs like belongingness, esteem, and self-actualization, people are motivated to first meet their physiological a safety needs (Maslow, 1956). This theory is primarily concerned with elucidating particular human behavior in terms of needs and motivations. The more these basic needs were met, the better off the person would be psychological health. Maslow's hierarchy of needs must first be thoroughly understood in order to comprehend how it could influence mode choice. Each of Maslow's theory of needs is discussed in the following tables;

Table 2.1 Categories of Maslow's Theory of Needs

Categories of Maslow's theory of needs	Definitions
Physiological Needs	Physiological needs referred to physical needs which are the lowest basic needs for human survival which include the biotic requirements such as oxygen, water, food, sleep, shelter, clothing, health, etc. (Anyanwu et al., 1985). It is the priority and most essential for people living in various communities and societies. for example, when

Table 2.1 (Cont.)

Categories of Maslow's theory of needs	Definitions
	<p>a human live without food, they will encounter with starvation and bodily malnutrition. Humans are motivated to relieve such physical discomfort to return to a more pleasant physical state. The starvation human is stimulated to gain food. The human's behavior of food-obtaining is from his/her physiological need.</p> <p>Maslow believed that humans would consider how to relieve their physical discomfort as the priority over other needs. Human would not be aroused to satisfy other needs until physiological needs had been met. For instance, If the hungry person demanded the sleep and shelter, the seeking of food would continue to be a priority until the lower-level need of food consuming was satisfied. The need of sleep and shelter would be next priority to balance and maintain body comfort.</p>
Security and Safety Needs	<p>Once the Physiological needs are satisfied, the next level of demand is Safety needs. Safety needs is the demand to seek the stability from environment and protection from others (Maslow, 1948b). The need for safety prevails over human behavior and humans can perceive of safety when they are protected in a secure zone and live in an environment where laws and restriction are respected.</p>

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Table 2.1 (Cont.)

Categories of Maslow's theory of needs	Definitions
	<p>When a hungry human had food, he/she distract from basic need such food to find habitat; therefore, he/she is fulfilled by the need for safety. Moreover, Santrock (2010) states that the emphasis of safety needs on an ensuring survival of people in such a chaotic situation social disorder, social disturbance and physical dangers in human environment.</p>
<p>Love and Belonging</p>	<p>When the Physiological needs and Safety needs are approved, the higher level of Maslow's Hierarchy will be focused which is Love and Belongingness. Belongingness relate to how we engage with others (Maslow, 1943b). When people in different communities feel stable and secure enough in the environment The tendency is that they feel the need to identify and be part of a family social organization, community, community-based organization (CBO), among others in society. Belongingness needs can include the feeling of loving and being loved, belonging, acceptance from others and the absent of loneliness or social alienation. People can progress to higher level demand once they have a sense of belonging. A person who emerges from solitude and finds solace in friends will act in a way that will enable them to meet higher level requirements. These new behaviors that individuals exhibit lead to</p>

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Table 2.1 (Cont.)

Categories of Maslow's theory of needs	Definitions
	higher levels of self-esteem and show a need for self-awareness.
Self-Esteem	<p>Esteem needs are the second level from the top of hierarchy. In the contexts of human, esteem needs can be referred to as ego needs. People typically quest for respect and dignity, especially they will feel secure when they are with other members of their social circle, such as their family, coworkers, friends, communities, and society. In accordance with Maslow (1943b), esteem needs included achieving a high social position, attracting acceptance, attention, and good reputation. He also makes it clear that there are two different kinds of self-esteem: that which is based on respect and acknowledgment from others, and that which is based on your own self-assessment. The second kind of self-esteem lead to Self-confidence and independence.</p>
Self-Actualization	<p>When all lower-level needs are satisfied, humans may experience the highest-level need, that is self-actualization. Self-actualization needs is regarded as the desire of people that leads to realization of one's full talents and potential in order to enable them to become the best that they are capable of being in the society. To enhance their living conditions in society, people are encouraged by their needs for self-actualization</p>

Table 2.1 (Cont.)

Categories of Maslow's theory of needs	Definitions
	or self-realization to be creative in a variety of social contexts. Truth, knowledge, peace, wisdom, and justice are things that those who are self-actualizing pursue.

In describing the original hierarchy of needs above, Maslow (1955) observed that the hierarchy of needs can be flexible depending on external circumstances or individual differences. The need for self-esteem is more important than the need for love, or even other creative fulfillment needs may supersede the most basic needs. Maslow (1987) also pointed out that most behaviors are motivated by a number of factors. As stated, "Any behavior is often dictated by several or all of these demands simultaneously, rather than by wanting one or the other."

In conclusion, Maslow's Hierarchy of Needs consists of Physiological needs, Safety needs, Belongingness, Esteem needs, and Self-actualization. Human beings' needs are motivated by a hierarchy of needs in which more basic needs must be more or less met (rather than all or none) prior to higher needs. The level of needs may be changeable depending on external conditions or individual dissimilarities.

2.2.2 Concept Relevant to Personal Needs

2.2.2.1 Existence Relatedness Growth Theory (ERG Theory)

ERG Theory was introduced by Clayton Alderfer in 1969 consequently theory developing from Maslow's Hierarchy of Needs. He proposed the ERG theory based on results of empirical studies to explain the relationship between satisfaction of needs and human desires (Alderfer, 1969). He recategorized Maslow's hierarchy of needs into three simpler and broader classes of needs which are Existence needs, Relation needs, and Growth needs. The explanation of each need is described in the following tables:

Table 2.2 Categories of needs in Existence Relatedness Growth Theory

Categories of needs in Existence Relatedness Growth Theory	Definitions
Existence needs	Existence needs included the physiological needs and the need of security, hygiene, and resource required for individual's living.
Relatedness needs	Relatedness needs referred the sense of belonging, respect, and recognition. It related to the need to interact with or involvement with other people in order to be accepted to become members of a group. Above than this, they expect to obtain respect from other. Such form of need gives people value to their existence.
Growth needs	The need for growth is related to inner esteem and self-realization. These needs drive the desire to be creative, productive, and get things done. The ability to realize one's own potential and to contribute to the growth of others is included.

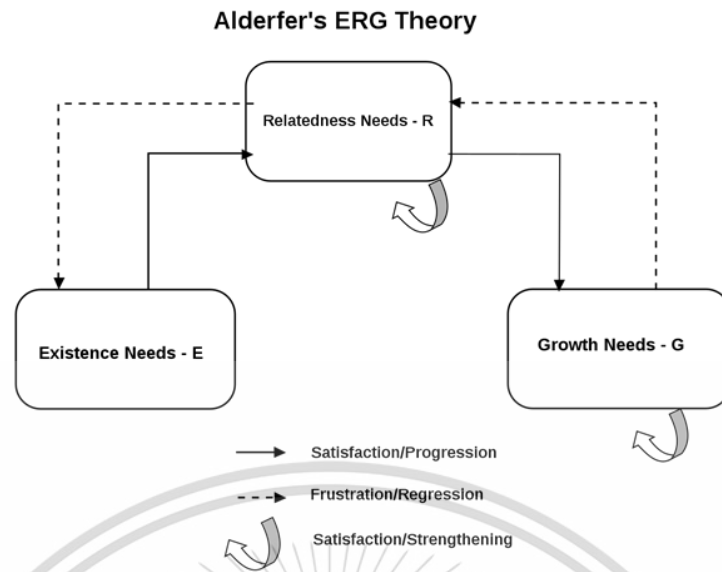


Figure 2.2 Existence Relatedness Growth Theory (ERG Theory)

Source: Wikipedia (2023)

The ERG theory implies that when higher levels of need are blocked a person's desire to increase satisfaction is reduced, then the need increases (Alderfer, 1972). This ERG theory also states that those with lower needs that are satisfied lead to a desire to satisfy higher needs. It can simultaneously act as a catalyst, and the difficulty of trying to support higher-ranking demand can dampen lower-ranking demand.

2.2.2.2 Two Factor Theory: Frederick Herzberg

Two Factor Theory was designed by Frederick Herzberg's in year 1959. It is widely well known in psychological field in terms of human motivation (Herzberg, 2017). This theory is closely related to Maslow's hierarchy of needs; however, it introduced more factors to measure how individuals are motivated in the workplace. Herzberg's theory can be called in others word, such as Motivation-Maintenance Theory, or Dual Factor Theory, or The Motivation-Hygiene Theory, or Two-Factors Theory. This theory was an empirical study with the sampling group of 200 engineers and accountants. Federik Herzberg started his study by asking the questions that cause the respondent feel both satisfy and dissatisfy and he found that there are two factors as the common point of employee motivation in terms of job satisfaction and dissatisfaction which are Motivation Factors and Maintenance Factors (Herzberg et al., 1959).

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Motivation Factors or Motivators is regarded as intrinsic factor that influence or even increase the level of employees' job satisfaction. However, if these factors are not impacted, it cannot be causing the employee's dissatisfaction. These main motivation factors are included.

- 1) The work itself
- 2) Achievement
- 3) Recognition
- 4) Responsibility
- 5) Advancement
- 6) Possibility of Growth

Whereas The Maintenance Factors can be known as extrinsic factors that concerned about the employees' work environment. These factors can only prevent any employee's dissatisfaction but unable to motivate employee to increase their performance or productivity (Herzberg et al., 1959). To cultivate employees' inner growth and development that will lead to a higher productivity and performance, motivation factors must be focused. The main maintenance factors are included.

- 1) Company policy and administration
- 2) Interpersonal relation with superior, subordinate, and peers
- 3) Security
- 4) Fringe benefits
- 5) Working conditions
- 6) Personal life

These two groups of external and internal factors are not necessarily opposite of each other. Because the opposite of satisfaction is not dissatisfaction. But it's not quite satisfying. likewise The opposite of dissatisfaction is not satisfaction. but not dissatisfaction (Robbins, 2019). For example, a study by Wan Fauziah and Tan (2013) among 124 employees from a Malaysian electronics company revealed that employees have some differences in both internal and external motivation factors. Organizations should make changes in their operations and procedures to address the internal and external motivation factors of employees.

2.3 The That Phanom Kittisukhsan Plastic' s Company Profile

The That Phanom Kittisukhsan Plastic Company Limited was initiated by Kittisukhsan family, with their experience and expertise in the production of plastic products such as, plastic bottle container, plastic packaging for consumable products for over 24 years. The business commenced from a small-sized factory on a leased land in Nakornpanom province and then expand to a medium-sized business, aligned with the current global trend of environment sustainability and research and develop new products of the company that will be sold in Thailand and expand the market of plastic packaging products to Asean (AEC). That Phanom Kittisukhsan Plastic Company Limited is a leading plastic bottle manufacture Thailand who places emphasis on customer's ultimate satisfaction, constantly thriving to provide "one-stop-service inclusive of consultation, designing, and manufacturing. We would like to make sure that the customers will at the end receive the best products at the very best prices. In term of manufacturing, the company invested in blow molding and injection molding line with update technology. Machines were commanded by computer software and working by automatic system. The company has a production capacity of up to 200,000 units per day. As a result, we have great flexibility in our production processes. to adapt to the specific needs of every customer Our first priority is to ensure that our customers receive good quality products at the best prices and deliver them on time.

2.4 Conceptual Framework

This research focused on factors affecting work happiness in manufacturing company. Referring from above literature review, the researcher selects the five independent variables conveyed from Maslow's Hierarchy of Needs which are 1) Physiological needs are the lowest level of Maslow's hierarchy of needs. They are the most essential things a person needs to survive. They include the need for oxygen, water, food, shelter, clothing, and health. A person's motivation at this level derives from their instinct to survive, 2) Security and Safety needs refers to a person's need to feel safe and secure in their life and surroundings. Motivation comes from the need for law, order, and protection from unpredictable and dangerous conditions, 3) Love and Belonging refers to a basic perception of feeling loved and accepted. It initiates the interpersonal relationship with productive communication and good support, 4) Self-Esteem refers to a person's overall sense of his or her value or worth. In other word, it is the perception of self-acceptance and trust from other

in all level. It can be broken into two types: esteem which is based on respect and acknowledgement from others, and esteem which is based on your own self-assessment, and 5) Self-Actualization is the ultimate human need. It refers to the need to develop one's potential which is the need that human beings need to achieve their own life goals and fulfillment of life. For Happiness at workplace refers to an individual positive feelings and emotions which reciprocally react between personnel and work environment. The dependent variable is Happiness at workplace . This study presumed that these factors can make happiness in employee in positive way. In line with the study result of Hussarangsri (2021) who study how to increase employee's motivation in small family business, the interviewed employees are satisfied with the salary which they received from the company and they are also happy with their working environment. Salary is one of the Physiological needs factors that be a part of what motivates employees to come to work every day with happiness. Therefore, this research presents a conceptual framework as diagramed as follows.

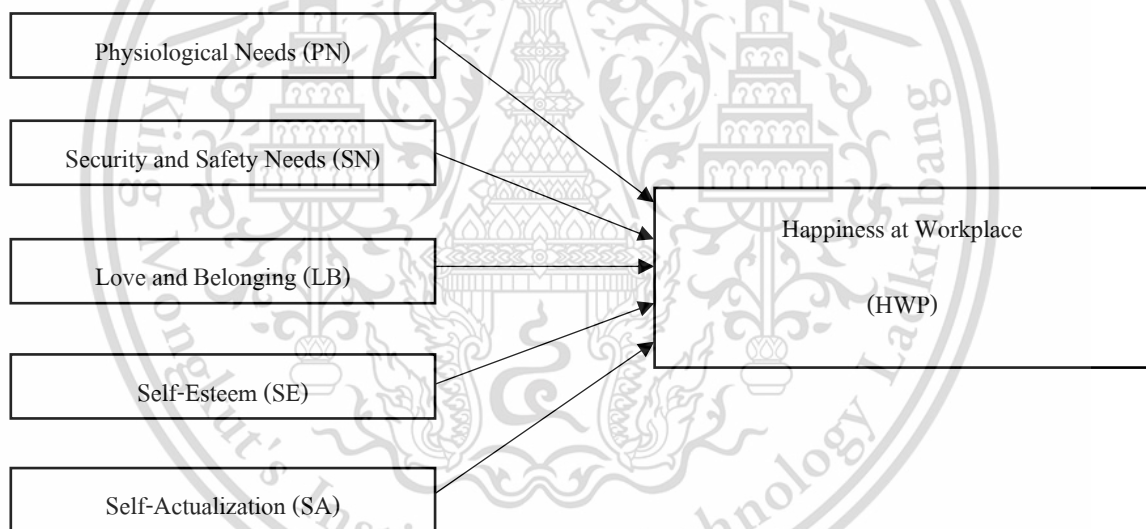


Figure 2.3 Conceptual Framework

2.4.1 The influence of Physiological Needs on Happiness at Workplace

According to the theory of needs proposed by Maslow, people have different needs because of their biological, psychological and social characteristics. These needs can differ from person to person. In terms of physiological needs, these needs must be met in order to be satisfied for the continuation of an individual's biological structures, namely breathing, eating, drinking, sleeping, resting and sheltering. These demands were defined by Maslow as physiological drives which are the beginning of the motivation theory. Physiological needs are compulsory. Other needs will not

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materialize to a significant degree if they are not partially addressed. It is difficult to argue that in individuals and cultures that have not satisfied their basic wants, freedom and democracy, fine art, good music, and sports are in the proper contexts (Maslow, 1955). Numerous studies have shown that physiological needs in the workplace is the most basic needs for employee that impact to their motivation and happiness when such factor is fulfilled. Basically, employees need access to vital services and opportunities while they are at work to feel their most basic needs are being met. Employee, for instance, need to access to a restroom, a location to get drinking water, breaks for meals and snacks, and a comfortable working atmosphere. One of your physiological demands in the workplace is a consistent income to sustain yourself and pay for necessities like a place to live, food, utilities, and other necessities (Herrity, 2022). In line with the study result of Hussarangsri (2021) who study How to Increase Employee Motivation in a Small Family Business Interviewed employees are happy with their work environment. Satisfied with the salary received. Salary is one of the Physiological needs factors that be a part of what motivates employees to come to work every day with happiness. Hence, a hypothesis is proposed in the following:

H1: Physiological Needs have an influence on Happiness at Workplace.

2.4.2 The influence of Security and Safety Needs on Happiness at Workplace

Abraham Maslow recognized the need for safety as a fundamental human need in his Hierarchy of Needs theory. Safety needs represent the second tier in Maslow's hierarchy and these needs include the safety of one's body, security of one's job, one's resources, one's morality for one's family, and one's health (Uysal et al., 2017). In the modern workplace, these needs take the form of job security, job stability, and physical safety. Workers who are concerned about their safety are less likely to be motivated and engaged in their work. In other word, it can impact overall satisfaction and happiness to employee. For example, employee might put your family's safety first, which is why you work so hard to meet their needs for a safe place to live. It's critical to feel that worker's physical safety is valued and prioritized. Align with the study result of Soliman, AlTabtabi, and AlMeer (2020), it is explained that the employee's security need of Kuwait construction industry employees is considered as the first rank comparing with other motivational needs. It mainly impact to their life security and safety as well as the happiness and willing to work for their job. Normally, people in Kuwait state gains the high income (Bertelsmann Stiftung's Transformation Index, 2022). They may not pay more attention in physiological needs; whereas,

they concerned about the job security due to the oil price declination causes many potential projects cancellation. Thus, the hypothesis is constructed:

H2: Security and Safety Needs have an influence on Happiness at Workplace.

2.4.3 The influence of Love and Belonging on Happiness at Workplace

The love and belonging level of Maslow's hierarchy is slightly different in the workplace than it is in other areas of your life. It's not always simple for individuals to establish and maintain relationships at work. Companies that conduct social activities and provide more chances for relationship-building outside the workplace tend to have greater employee engagement rates than higher rates than organizations that don't focus on these aspects of a work-life balance. It is simpler to be inspired to work hard and get results when you feel like you belong and fit in within your workplace and your team. Similarly, McNulty and Fincham (2012) said that happiness is not only decided by personal characteristics, but also the social environment. Workplace happiness has focused the social environment on the workplaces and primarily evaluates employees' levels of happiness as they are affected by their jobs and seen at work. On average, adults spend their waking life in work more than a quarter. Research indicates that a quarter of the variation in adult life satisfaction can be explained by satisfaction and happiness with work (Campbell et al., 1976). In line with Hussarangsri's qualitative study, three employees give the same opinions during an interview that even though the company did not have any social activities which promote social interaction between employees but all of them have a good relationship with their boss and colleagues. One of an employee emphasize that good boss and good colleagues are part of her happiness to come to work and her job motivation. Hence, the research hypothesis is established as follow:

H3: Love and Belonging has an influence on Happiness at Workplace

2.4.4 The influence of Self-Esteem on Happiness at Workplace

Esteem is the belief that you are contributing to a higher goal and a recognition of your contribution. Maslow divided the need for respect into two categories: the need for respect from others, and the need for self-respect. Gaining fame, status, and recognition is linked to earning the respect of others. Self-respect is related to feeling of worth, confidence in abilities Independence and Freedom (Maslow, 1955). At work, it's important to feel that you're growing, progressing, and achieving results, and that those around you can recognize those results. When employees have self-confidence as well as receiving positive feedback and encouragement They are more likely to

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succeed (Herrity, 2022). Employee pride ultimately affects employee happiness and engagement as well. Giving regular recognition and appreciation for the work an employee is doing can have a positive effect on respect. Even if the employees are struggling. This is consistent with the GAP analysis of Maslow's hierarchy of needs in the 21st century in Uysal's study (2017), factory workers determine the needs of them based on various perspectives since they are faced many factors namely, more group work, low job security, low wage level, motivational need, and need for belonging to an organization. Self-esteem may be the low rank of needs for factory workers since their needs in accordance with the nature of their work. However, it is considered as the employee happiness's indicator as employees needs related to Maslow's Needs hierarchy. Thus, the hypothesis is constructed:

H4: Self-Esteem has an influence on Happiness at Workplace.

2.4.5 The influence of Self-Actualization on Happiness at Workplace

At the pinnacle of Maslow's hierarchy, the final and potentially most transformative need is self-actualization (Maslow, 1948a). In working perspective, this need relates to the employee's actions in terms of achievement and accomplishment. This may help a person reach their full potential at work. Ultimately, individuals want to feel like they are doing the best they can in their position. This helps them feel motivated in their career paths and continue to succeed. A self-actualized employee experiences trust and power, which promotes development and engagement. Maslow also referred to aspects of self-realization as the ultimate experience. These are rare moments of ultimate happiness and fulfillment. It has to do with the feelings of wonder and awe we experience during our lives. We will experience the peak more often, and basically life will be more meaningful (Strick, 2022). Hussarangsri (2021) explained in her study related to both management and employee's opinion to fulfill their needs. In terms of management, they believe that when they give freedom to their employees by allowing them to set their own goal, there will feel happy to play an important part in driving the company, grow and move forward and motivated from within and wanting to grow with the organization. As employees' opinion, they think that salary and bonus motivate them to come to work with happiness and then they support the company to grow since they believe to grow together with company. Thus, the research hypothesis is proposed:

H5: Self-Actualization has an influence on Happiness at Workplace.

At last, the proposed hypotheses are summarized in Table 2.3 as follows.

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Table 2.3 Summary of the Hypotheses

Hypothesis No.	Hypothesis
H1	Physiological Needs have an influence on Happiness at workplace
H2	Security and Safety Needs have an influence on Happiness at workplace
H3	Love and Belonging has an influence on Happiness at workplace
H4	Self-Esteem has an influence on Happiness at workplace
H5	Self-Actualization has an influence on Happiness at workplace

2.5 Relevant Researches

Wisnu (2015) studied on the Happiness at work of employees at Nithi Foods Company Limited. The result reveals that over all the employee has high level of happiness at workplace with the factors of mental health, social health, job characteristic, work environment, expectation, and interpersonal relationship.

Lawongsa (2022) studied on the happiness at work of personel at the national housing authority. The result shown that overall, it's at a high level. When considering each factor, it was found that the factor at the highest level was happy Family and the factor that is at the high level is Happy Money, Happy Soul, Happy Relax, Happy Brain, Happy Society, Happy Heart and Happy Body, respectively.

Lykken and Tellegen (1996) studied on Personality prediction of happiness. It was found that 80 percentage of happiness people comes from foundation of life and other relevant factors such as, educational level, income, family, marital status, and living way. Moreover, the result shown that the people who have high economic position have more happiness than people in low economic position.

Marlina et al. (2020) studied on the determinants of happiness at workplace amongst workers in the government sector in Lahad Datu, Sabah. The results showed that happiness at work differed significantly between employment status and income level among government sector workers in Lahad Datu Sabah. There was a 62% variance at work based on employment status,

income, social support, and working conditions. The remaining 38% is caused by other additional factors that were not considered in this study.

Turan (2019) studied factors affecting happiness of public university employees. This study was a qualitative study with face-to-face interviews with 37 university staff, 23 academic staff and 14 administrative staff. Work, relationships, and management factors among these factors. The most important factor affecting the happiness of academic personnel is their work attitude. And the next important factor is the factor related to the relationship of working environment. The most important factor is the administrative factor for the administrative staff and the least important factor is the environmental factor.

Tei-tominaga & Nakanishi (2021) did a research on factors of feelings of happiness at work among staff in geriatric care facilities. The study was conducted via self-reported questionnaires and the result was found that female nurse and female caregivers were more likely to be in the high-score group for feeling of happiness at work, whereas, male professional caregivers were likely to be in low-score group for happiness at work.

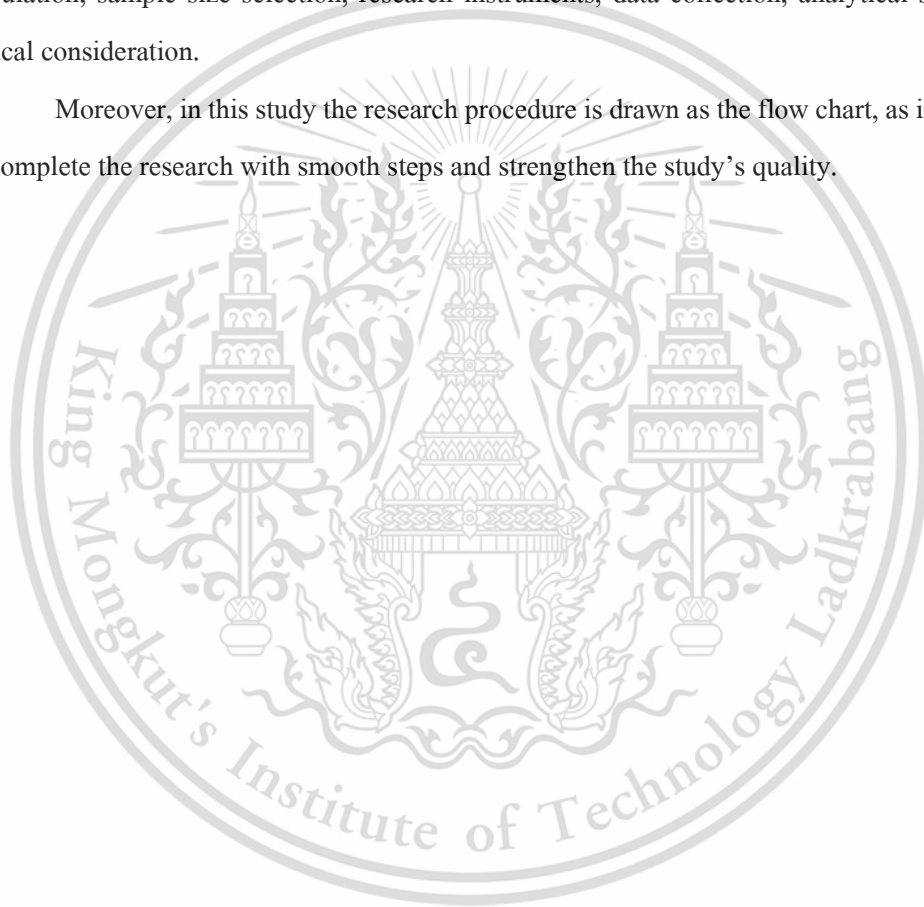
Chauhan, N., Shah, V., Agrawal, K., and Rajput, V. (2021) studied on employees' happiness index at workplace. The study was conducted via quantitative study with the questionnaire investigation of 100 employees. Studies show that organizational factors such as well-being and work have a strong influence on employee happiness levels. While other factors such as people and organization did not significantly influence employees' happiness levels at work. The study results indicate a positive signal about the overall level of employee happiness at work.

CHAPTER 3

RESEARCH METHODOLOGY

This research is related to the factors influencing employee's happiness at workplace: the case study of That Phanom Kittisukhsan Plastic Company Limited. The study is conducted as the survey research as the quantitative approach. The questionnaire will be used to collect the data as from the primary source. Therefore, this chapter comprised the details of research design, population, sample size selection, research instruments, data collection, analytical strategy, and ethical consideration.

Moreover, in this study the research procedure is drawn as the flow chart, as in Figure 3.1, to complete the research with smooth steps and strengthen the study's quality.



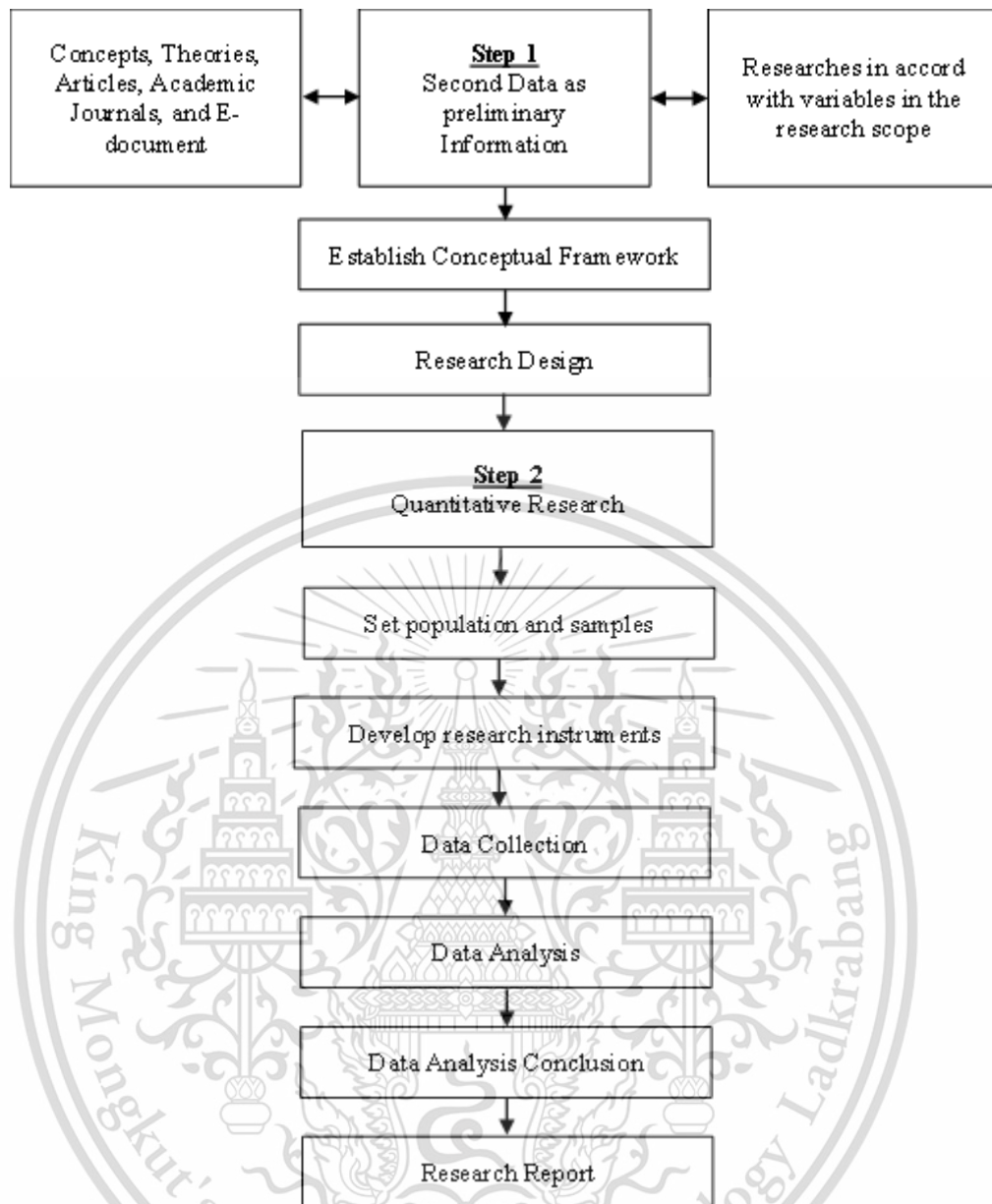


Figure 3.1 Research Procedure

In accordance with the above flow chart, the study is done by two-step procedures. The first step is starting with the concepts, theories, articles, and E-Journal review by researcher in the scope of relevant factors, then initiating and generating conceptual framework and hypotheses. The second step is conducting quantitative research with research processes of population and samples set up, research instrument development, data collection, data analysis, and finally research conclusion.

3.1 Population and Sample

3.1.1 Population

The population for this research study is employees of The That Phanom Kittisukhsan Plastic Company Limited, totally 185 people. The number of populations from each department derived from the database of Human Resource data on August 29, 2022.

3.1.2 Sample Size Calculation

The sample size of this study is calculated in accordance with the formular of Taro Yamane (1974) in which the margin of error on 5%; therefore, the confidence level will be 95%. The calculation formula of Taro Yamane is declared as follows.

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = sample size required

N = number of people in the population

e = allowable error (%)

Substitute numbers in formula:

$$n = \frac{185}{(1+(185 \times 0.05^2))}$$

$$n = 126.71 = 127 \text{ (Rounded)}$$

Therefore, the sample size calculates with 95% confidence interval, then n will be the sample size, N is the population size, and e is the level of precision (Israel & Moskowitz, 2012).

After calculating the sample size by replacing the numbers into Yamane formula, the final rounded number of samples is 127 persons.

3.2 Sample Selection

To study the factors the factors influencing employee's happiness at The That Phanom Kittisukhsan Plastic Company Limited, the Stratified random sampling method will be conducted. It is potential when a population's characteristics diverse and they want to ensure that every characteristic is properly represented in the sample. By using Stratified sampling, every member of the population can be clearly classified into exactly one subgroup. Therefore, the sample size selection of each departments/sections are identified as in the table below:

Table 3.1 Selection of the Sample Size for Each Departments/ Sections

Department/Section	Number of employees	Number of samples
Office	17	8
Blowing	85	73
Injection	35	23
Logo printing	15	7
Maintenance	10	5
Logistic	15	7
Security guard	4	2
Housekeeper	4	2
Total	185	127

3.3 Research Instrument

This research used the questionnaire as a tool for data collection. This research questionnaire was developed based on the research framework which described under literature review in the aspects of factors influencing employee's work happiness. The research instrument and process are run step by step in the following details.

1) Explored and reviewed relevant theories, concepts, scale measurement from various researches to study, filter information, and compose to your own questionnaire. The question will be closed-ended questions.

2) Discussed with the advisor about the questions in the questionnaire before distribution.

3) Correctly modified and reviewed to the latest version of questionnaire that will be used for final data gathering.

The questionnaire consists of 3 major sections, it was initially prepared in English and then translated into Thai for surveying of employee's opinion of each factor. To assure that there will have no discrepancy and unclear meaning, Zikmund (2003) recommended the back-translation process for reviewing and checking each question during translation. All of these questions are described in the following details.

Section 1: Sociodemographic Information

This section is to gather the sociodemographic characteristics and general information of the respondents, comprising of 8 items which are gender, age, marital status, educational level, employment status, monthly income, department/section of working, and work experience. This question is a one-to-one answer question to the distinct outcome from different personal distributes.

Section 2: Level of factors influencing employee's happiness at workplace in each domain.

This section is to mention the determinants influencing employee's happiness of The That Phanom Plastic Company Limited. The proper measurement items are established to obtain the employees' view. In the questionnaire, the questions were drawn from previous study done by many researchers, and afterward, they were modified to match with the current study context.

Section 3 The opinion of happiness at workplace.

This section is to identify the employee's opinion of happiness at workplace. The questions represent people's attitude and opinions to work happiness to gain the personal actual perception.

3.4 Verification and Test Reliability of Questionnaire

To study the research on the determinants that influence work happiness of the That Phanom Kittisukhsan Plastic Company Limited, the research set the strategy to verify and test the questionnaire's reliability. The details are as follows:

3.4.1 Validity of the Instrument

To affirm the content validity and item consistency, the draft questionnaires were handed in to three business men who have different experience from various industries to review each question item, evaluate by using index of IOC, and give comment(s) to researcher in order to be further adjustment. The IOC is clarified by three rating scale range from -1 to 1. The items that were given equal or greater than 0.5 were regarded as appropriated as measuring. Whereas, the items with a score of less than 0.5 were regarded as inappropriate and unclear content. Therefore, such poor questions needed to be revised according to advisor's comment (Turner & Carlson, 2003). Generally, All the items had assessed and provided score above than 0.5.

3.4.2 Reliability Testing

Before conducting a large number of questionnaires, the 30 trial surveys are shared and then the data is collected and done the reliability testing. Cronbach's alpha is implemented to ensure whether there was internal consistency within the items in which the alpha coefficient must have a level of 0.70 or higher (Cronbach, 1951). After collecting the data from 30 pre-test groups, the researcher used the statistical program to analyze the data. The pre-test's result from Cronbach's Alpha was .705, The implied questionnaire is moderately credible. Therefore, this questionnaire is appropriate for final distribution.

Table 3.2 The Questionnaire Composition

Variable	Total questions	Question no.	Form/Scale	Statistic used
Section 1: Respondent's socio-demographic and general information	8	-	Nominal scale/ Ordinal scale	Frequency and Percentage
Section 2: Question about the independent variables			Ratio scale/ Interval scale	Mean and Standard Deviation
Physiological Needs	6	1-6		
Security and Safety Needs	6	7-12		

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Table 3.2 (Cont.)

Variable	Total questions	Question no.	Form/Scale	Statistic used
Love and Belonging	6	13-18		
Self-Esteem	6	19-24		
Self-Actualization	6	25-30		
Section 3: Question about dependent variable				Mean and Standard
Happiness at work	9	31-39		Deviation
Total	47			

The researcher implemented using a 5-point Likert scale to measure employee satisfaction. It allows the respondents to express the level of agreement with specific questions. The scoring details are as following (Jamieson, 2004);

- 5 Strongly Agree
 4 Agree
 3 Neither Agree or Disagree
 2 Disagree
 1 Strongly Disagree

To construe and level the range of mean score, the researcher conducted the criteria of class interval scale rating as the following formula (Best, 1970).

$$\begin{aligned} \text{Class interval} &= \frac{\text{Maximum-Minimum}}{\text{Class number}} \\ &= \frac{5-1}{1} \\ &= 0.8 \end{aligned}$$

According to the above calculation, it reveals that the distance of each interval would be 0.80. Therefore, the variables' evaluation criteria were details as in the table below (Polit & Beck, 2004).

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Table 3.3 The Variables' Evaluation Criteria

Mean score	Level of agreement
4.21-5.00	Strongly Agree
3.41-4.20	Agree
2.61-3.40	Neutral
1.81-2.60	Disagree
1.00-1.80	Strongly Disagree

3.5 Data Collection

Referring to this study, the data will be collected both from primary data and secondary data as supportive.

3.5.1 Primary Data

1) Distribute the questionnaires to target respondent which are the employees of The That Phanom Kittisukhsan Plastic Company Limited. The questionnaire distribution and collection period will take time for a half month.

2) Collect the return data at least as the number of sample commitment. The researcher distributed 127 questionnaires.

3.5.2 Secondary Data

Obtain the supportive data from book, e-book, articles, and previous researches via the Internet.

3.6 Data Analysis

To study the research on Factors influencing on employee's happiness at workplace, the researcher bought statistical analysis of collected data as follows.

3.6.1 Data Analysis

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3.6.1.1 General Data Analysis

The quantitative data was analyzed by implementing of the statistical program. It is used to examine the general data and factors influencing on employee's work happiness which are Physiological Needs, Security and Safety Needs, Love and Belonging, Self-Esteem, and Self-Actualization. The descriptive statistics including frequencies, measure of central tendency (mean), and measure of dispersion (standard deviation) were the most proper statistics for analyzing and summarizing the data result.

3.6.1.2 Inferential Statistics

The researcher conducted Normality Test and Multiple Regression Analysis as Inferential Statistics to test the proposed model and hypotheses.

1) Normality Test

It is used to determine whether a sample data has been drawn from a normally distributed population. It is generally performed to verify if the data involved in the research has a normal distribution. Many statistical procedures such as correlation, regression, t-tests, and ANOVA are based on the normal distribution of data.

2) Multiple Linear Regression

The Multiple Linear Regression is used to estimate the relationship between two or more independent variables and one dependent variable and the value of the dependent variable at a certain value of independent variables (Hayes, 2023). The formula is shown as follow;

$$y = \beta_0 + \beta_1 X_1 + \dots + \beta_n X_n + \epsilon$$

- y = the predicted value of the dependent variable
- B_0 = the y-intercept (value of y when all other parameters are set to 0)
- $B_1 X_1$ = the regression coefficient (B_1) of the first independent variable (X_1) (a.k.a. the effect that increasing the value of the independent variable has on the predicted y value)
- ... = do the same for however many independent variables you are testing
- $B_n X_n$ = the regression coefficient of the last independent variable
- ϵ = model error (a.k.a. how much variation there is in our estimate of y)

To find the best-fit line for each independent variable, multiple linear regression calculates three things:

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- 1) The regression coefficients that lead to the smallest overall model error.
- 2) The t-statistic of the overall model.
- 3) The associated p-value (how likely it is that the t-statistic would have occurred by chance if the null hypothesis of no relationship between the independent and dependent variables was true).

It then calculates the t-statistic and p-value for each regression coefficient in the model.

By this study, the calculation is done via SPSS statistical software version 26 in order to see the results both on table and plotted on graph for easier analysis.

3.7 Ethical Consideration

By this study, the researcher carefully thought about all ethical consideration. The research objectives are simply and clearly written in the cover page of questionnaire before handing over to the target respondents. The target respondents are not forced to answer the inquiries unwillingly but all of them are respected by the researcher. Finally, all the collected data is kept confidentially without disclosing the respondents' identities.

CHAPTER 4

ANALYTICAL RESULTS

This chapter intends to complete the aim of the study by examining the varied factors impacting on employee's work happiness. The collected data was analyzed by analytical processes as discussed in chapter three to find out and show the finding results. The present research result is divided into 3 sections.

Section 1: Socio-demographic information of selected employees who at the That Phanom Kittisukhsan Plastic Company Limited

Section 2: Opinion level of 6 independent variables (factors affecting employee's happiness at workplace) and 1 dependent variable (happiness at workplace)

Section 3: Analysis result of Normality Test and Multiple Regression

To complete this study, a total of 185 questionnaires have been dispatched to the target respondents that are mentioned earlier in chapter 3. Due to the different proportions of the number of employees in each department and section, the questionnaires are allocated unequally.

There were 127 questionnaires which had been gathered after a period of 1 month. The data from questionnaires are sifted by the researcher and via SPSS version 26. It was found that 12 questionnaires are incompletely filled; therefore, 12 questionnaires have been taken away to certify the data's cleanliness. Nevertheless, the researcher continuously distributed the questionnaires and collected the missing 12 respondents to complete 127 questionnaires as target sampling size in order to process the next analysis stage. At last, the total 127 perfect questionnaires were obtained.

4.1 Socio-Demographic Information

According to the data collection from distributed questionnaires, the respondents' demographic data is shown in this section. This study used the descriptive statistic to manifest the frequency and percentage of the respondents' details which includes gender, age, marital status, education level, employment status, average monthly income, working department and section, and service year as in the table and explanation below.

4.1.1 Gender

Table 4.1 Frequencies and Percentages of Respondents' Demographic Data Categorized by Gender

Gender	n	%
Male	96	75.60
Female	31	24.40
Total	127	100.00

The majority of the respondents are male which is 75.60% (n = 96), whereas the rest are female which is 24.40 % (n = 31)

4.1.2 Age

Table 4.2 Frequencies and Percentages of Respondents' Demographic Data Categorized by Age

Age	n	%
21-30 years	62	48.80
31-40 years	51	40.20
41-50 years	11	8.70
51 years or more	3	2.40
Total	127	100.00

The majority of the respondents are from the age group of 21 to 30 years old which is 48.80% (n = 62), 31-40 years old which is 40.20% (n = 51), and minimal respondents fell within the range of 41-50 years old which is 8.70% (n = 11) and 51 years above which is 2.40% (n = 3) respectively.

4.1.3 Marital Status

Table 4.3 Frequencies and Percentages of Respondents' Demographic Data Categorized by Marital Status

Marital Status	n	%
Single	60	47.20
Married	57	44.90
Divorced/ Widowed/ Separated	10	7.90
Total	127	100.00

In total number of 127 participants, most of participants are single 47.20% (60 persons), Married are 44.90% (57 persons), and Divorced/ Widowed/ Separated are 7.90% (10 persons).

4.1.4 Education Level

Table 4.4 Frequencies and Percentages of Respondents' Demographic Data Categorized by Education Level

Educational Level	n	%
Secondary school or lower	5	3.90
High school/ Vocational certificate	63	49.60
High Vocational certificate	38	29.90
Bachelor Degree	21	16.50
Educational Level	n	%
Total	127	100.00

From the education level, the greater number of respondents is achieved High school or Vocational certificate for 63 person (49.60%), followed by High Vocational certificate for 38 person (29.90%), Bachelor Degree for 21 person (16.50%), and Secondary school or lower for 5 person (3.90%).

4.1.5 Employment Status

Table 4.5 Frequencies and Percentages of Respondents' Demographic Data Categorized by Employment Status

Employment Status	n	%
Permanent employee	83	65.40
Temporary employee	44	34.60
Total	127	100.00

Most of the respondents held status of permanent employee which is 65.40% (n = 83), whereas the rest hold status of temporary employee which is 34.60% (n = 44)

4.1.6 Monthly Income

Table 4.6 Frequencies and Percentages of Respondents' Demographic Data Categorized by Monthly Income

Monthly Income	n	%
Less than or equal to 10,000 baht	48	37.80
10,001–20,000 baht	33	26.00
20,001–30,000 baht	27	21.30
30,001-40,000 baht	19	15.50
Total	127	100.00

In term of income per month, most of the respondents earned less than or equal to 10,000 baht for 48 person (37.80%), followed by for 10,001 to 20,000 baht for 33 person (26.00%), for 20,001 to 30,000 baht for 27 person (21.30, and 30,001 to 40,000 baht for 19 person (15.50%) respectively.

4.1.7 Department and Section of Working

Table 4.7 Frequencies and Percentages of Respondents' Demographic Data Categorized by Department and Section of Working

Department and section of working	n	%
Office	8	6.30
Blowing section	73	57.50
Injection section	23	18.10
Logo printing section	7	5.50
Maintenance department	5	3.90
Logistic department	7	5.50
Security guard	2	1.60
Housekeeping	2	1.60
Total	127	100.00

Referring to the employee's department and section, all the questionnaires are dispatched and gathered according to the target sample set. Employee from Blowing section are the most respondents of this research which are 73 person (57.50%), followed by injection section's employees are for 23 person (18.10%), office employees are for 8 person (6.30%), employees from logo printing section and logistic department are for 7 person each (5.50%), maintenance department's employees are for 5 person (3.90%), and security guard and housekeeping employees are for 2 person each (1.60%).

4.1.8 Work Experience

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Table 4.8 Frequencies and Percentages of Respondents' Demographic Data Categorized by Duration of Work

Work Experience	n	%
5 years or less	43	33.90
More than 5-10 years	22	17.30
More than 10-15 years	31	24.40
More than 15-20 years	29	22.80
More than 20-25 years	2	1.60
Total	127	100.00

Focusing on the employee's work experience, a great amount of respondents are working in this company 5 years or less for 43 person (33.90%), followed by More than 10-15 years for 31 person (24.40%), for More than 15-20 years for 29 persons (22.80%), More than 5-10 years for 22 person (17.30%), and for More than 20-25 years for 2 person (1.60%).

4.2 Level for Each Variable

The following section is a description of the 5 independent variables (factors affecting employee's happiness at workplace: Physiological Needs, Security and Safety Needs, Love and Belonging, and Self-Esteem, and Self-Actualization) and 1 dependent variable (Happiness at Workplace) in accordance with the conceptual framework. The descriptive analyses were executed for each item by using 5 point-Likert-scale in which mean interpretation as follows.

Mean value between 4.21-5.00 is "Strongly Agree"

Mean value between 3.41-4.20 is "Agree"

Mean value between 2.61-3.40 is "Neutral"

Mean value between 1.81-2.60 is "Disagree"

Mean value between 1.00-1.80 is "Strongly Disagree"

Then, the result data of these variables is described as tables below.

4.2.1 Physiological Needs

Table 4.9 The Mean and Standard Deviation of Physiological Needs

Item no.	Physiological Needs	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
PN1	You think that the salary level is appropriate for the job assigned	3.47	.853	Agree	3
PN2	You think that your salary is sufficient for your current living expenses	3.34	.809	Neutral	6
PN3	You think that your salary has been increased reasonably	3.56	1.103	Agree	1
PN4	You think that you are satisfied with the company welfare that you have received	3.41	.876	Agree	4

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Table 4.9 (Cont.)

Item no.	Physiological Needs	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
PN5	You think that you are satisfied with the number of leave days set by the company.	3.50	.825	Agree	2
PN6	You think that you are satisfied with past bonuses.	3.37	1.194	Neutral	5
	Overall	3.44	.459	Agree	

In terms of Physiological Needs, it indicated that the first six ranked of respondents' Physiological Needs were in the items of "You think that your salary has been increased reasonably" (mean of 3.56), followed by the items of "You think that you are satisfied with the number of leave days set by the company." (mean of 3.50), "You think that the salary level is appropriate for the job assigned" (mean of 3.47), "You think that you are satisfied with the company welfare that you have received" (mean of 3.41), "You think that you are satisfied with past bonuses." (mean of 3.37), and "You think that your salary is sufficient for your current living expenses" (mean of 3.34). In overall, the respondents group of Physiological Needs is at Agree level (mean of 3.44).

4.2.2 Safety and Security Needs

Table 4.10 Mean and Standard Deviation of Safety and Security Needs

Item no.	Safety and Security Needs	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
SN1	You have confidence and faith in this profession.	3.30	.920	Neutral	2
SN2	You think that the work you do will help to promote stability in your life.	3.25	.899	Neutral	3
SN3	You think that your promotion is appropriate and fair.	3.09	1.047	Neutral	6
SN4	You think that your company give important to safety.	3.21	.793	Neutral	4

Table 4.10 (Cont.)

Item no.	Safety and Security Needs	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
SN5	You think that there is an opportunity for growth and advancement in your work field in the future	3.18	1.027	Neutral	5
SN6	You think that you would continue to work in this job until your retirement.	3.45	.804	Agree	1
Overall		3.24	.361	Neutral	

In terms of Safety and Security Needs, it indicated that the first six ranked of respondents' Safety and Security Needs were in the items of "You think that you would continue to work in this job until your retirement" (mean of 3.45), followed by the items of "You have confidence and faith in this profession" (mean of 3.30), "You think that the work you do will help to promote stability in your life" (mean of 3.25), "You think that your company give important to safety" (mean of 3.21), "You think that there is an opportunity for growth and advancement in your work field in the future?" (mean of 3.18), and "You think that your promotion is appropriate and fair" (mean of 3.09). In overall, the respondents group of Safety and Security Needs is at Neutral level (mean of 3.24).

4.2.3 Love and Belonging

Table 4.11 Mean and Standard Deviation of Love and Belonging

Item no.	Love and Belonging	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
LB1	You have good relationship with your colleague	3.48	.872	Agree	3
LB2	You and your co-workers communicate in a friendly way during work.	2.94	1.210	Neutral	6
LB3	Co-workers listen your opinions and advice.	3.54	1.082	Agree	2
LB4	When you face the problem, your co-workers give you support well.	3.68	.844	Agree	1
LB5	You are recognized by your co-workers.	3.43	.930	Agree	4

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Table 4.11 (Cont.)

Item no.	Love and Belonging	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
LB6	Your co-workers have responsibility to their works.	2.98	.864	Neutral	5
Overall		3.34	.491	Neutral	

In terms of Love and Belonging, it indicated that the first six ranked of respondents' Love and Belonging were in the items of "When you face the problem, your co-workers give you support well." (mean of 3.68), followed by the items of "Co-workers listen your opinions and advice" (mean of 3.54), "You have good relationship with your colleague" (mean of 3.48), "You are recognized by your co-workers" (mean of 3.43), "Your co-workers have responsibility to their works" (mean of 2.98), and "You and your co-workers communicate in a friendly way during work" (mean of 2.94). In overall, the respondent groups of Love and Belonging is at Neutral level (mean of 3.34).

4.2.4 Self-Esteem

Table 4.12 The Mean and Standard Deviation of Self-Esteem

Item no.	Self-Esteem	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
SE1	You are trusted by co-workers, supervisors, and other people who have the	3.60	.819	Agree	3

Table 4.12 (Cont.)

Item no.	Self-Esteem	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
	opportunity to work with you.	3.60	.819	Agree	3
SE2	You have exchanged work experiences with co-workers.	3.54	.753	Agree	4
SE3	Co-workers accept and trust on your work.	3.06	1.006	Neutral	6
SE4	You have been commended for your good work.	3.75	.891	Agree	2
SE5	You feel that you are a part that support the company to be successful.	3.13	.984	Neutral	5
SE6	Your work is valuable and create benefit for company.	3.91	1.003	Agree	1
Overall		3.49	.351	Agree	

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In terms of Self-Esteem, it indicated that the first six ranked of respondents' Self-Esteem were in the items of "Your work is valuable and create benefit for company" (mean of 3.91), followed by the items of "You have been commended for your good work" (mean of 3.75), "You are trusted by co-workers, supervisors, and other people who have the opportunity to work with you" (mean of 3.60), "You have exchanged work experiences with co-workers" (mean of 3.54), "You feel that you are a part that support the company to be successful" (mean of 3.13), and "Co-workers accept and trust on your work" (mean of 3.06). In overall, the respondents group of Self-Esteem is at Agree level (mean of 3.49).

4.2.5 Self-Actualization

Table 4.13 Mean and Standard Deviation of Self-Actualization

Item no.	Self-Actualization	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
SA1	You have assigned challenging tasks.	3.25	.891	Neutral	4
SA2	You can make decision by yourself.	3.61	.953	Agree	1
SA3	You feel successful in your career.	3.21	.914	Neutral	5
SA4	The work you do contributes to the success of the organization.	3.41	.979	Agree	3

Table 4.13 (Cont.)

Item no.	Self-Actualization	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
SA5	You have been entrusted to show your full potential in your work.	3.44	1.036	Agree	2
SA6	The work you do matches your abilities and what you set out to do.	3.03	.899	Neutral	6
Overall		3.32	.360	Neutral	

In terms of Self-Actualization, it indicated that the first six ranked of respondents' Self-Actualization were in the items of "You can make decision by yourself" (mean of 3.61), followed by the items of "You have been entrusted to show your full potential in your work" (mean of 3.44), "The work you do contributes to the success of the organization" (mean of 3.41), " You have assigned challenging tasks" (mean of 3.25), " You feel successful in your career" (mean of 3.21), and "The work you do matches your abilities and what you set out to do" (mean of 3.03). In overall, the respondent group of Self-Actualization is at Neutral level (mean of 3.32).

4.2.6 Happiness at Workplace

Table 4.14 Mean and Standard Deviation of Happiness at Work

Item no.	Happiness at Workplace	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
HWP1	You feel enjoy at work	3.61	.936	Agree	2
HWP2	You do not feel any anxiety at work.	3.39	.865	Neutral	7
HWP3	You feel comfortable at work	3.02	.959	Neutral	9
HWP4	You are like and pleasant on your work	3.38	.917	Neutral	8
HWP5	You feel that the work you do is interesting	3.52	1.147	Agree	3
HWP6	You are willing to work	3.40	.866	Neutral	6
HWP7	You like to work	3.46	.871	Agree	4
HWP8	You are alert to work fluently	3.66	1.085	Agree	1

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Table 4.14 (Cont.)

Item no.	Happiness at Workplace	n = 127		Level of Opinion	Rank
		\bar{x}	SD		
HWP9	You feel alive in your work	3.43	.772	Agree	5
Overall		3.42	.347	Agree	

According to happiness at workplace, it pointed out that it indicated that the first six ranked of respondents' happiness at workplace were in the items of "You are alert to work fluently" (mean of 3.66), followed by the items of "You feel enjoy at work" (mean of 3.61), "You feel that the work you do is interesting" (mean of 3.52), "You like to work" (mean of 3.46), "You feel alive in your work" (mean of 3.43), "You are willing to work" (mean of 3.40), "You do not feel any anxiety at work" (mean of 3.39), "You are like and pleasant on your work" (mean of 3.38), and "You feel comfortable at work" (mean of 3.02). The overall mean of happiness of workplace equal to 3.42, and the standard deviation equals to .347, which can be interpreted that employees feels contentment to work in this company.

4.3 Normality Test and Multiple Regression Analysis Result

The following section described the result of Normality Test and Multiple Regression Analysis.

4.3.1 Normality Test

The normal distribution related to Skewness and Kurtosis was detailed in the table 4.14 based on 7 variables which includes 6 independent variables (Physiological Needs, Security and Safety Needs, Love and Belonging, Self-Esteem, and Self-Actualization) and 1 dependent variable (happiness at workplace).

Table 4.15 Normality Test Result

Variables	Skewness	Kurtosis	Normal Distribution
PN	.065	-.435	✓
SN	-.662	1.423	✓
LB	.691	.750	✓
SE	-.205	-.645	✓
SA	.110	1.235	✓
HWP	-.606	1.437	✓

In accordance with the above table, it was found that Physiological Needs has Skewness as .065 and Kurtosis as -.435, Security and Safety Needs has Skewness as -.662 and Kurtosis as 1.423, Love and Belonging has Skewness as .691 and Kurtosis as .750, Self-Esteem has Skewness as -.205 and Kurtosis as -.645, Self-Actualization has Skewness as .110 and Kurtosis as 1.235, and Happiness at Workplace has Skewness as -.606 and Kurtosis as 1.437. All the result of Skewness and Kurtosis are normal distribution since the absolute value of Skewness is not over than 0.75, and Kurtosis is not over 1.5 (Hooland, 1998). After confirming of the normal distribution, this data is proper to use for further inferential analysis. The researcher assumed that the result of inferential analysis is accurate and reliable because the variables are normal distribution. Nonetheless, if the variables are out of normal distribution, the model deviation will be underestimated and lead to the inaccurate consistency of model and empirical data (Nonglak, 2012).

4.3.2 Multiple Regression Analysis

The Multiple Regression Analysis, also known as Multiple linear regression, has been commonly applied for evaluating the relationship between dependents variable and independent predictors (Moore et al., 1993). Before running the Multiple Regression analysis, the six variable's composite score are checked and shown as following table;

Table 4.16 Composite Score of Six Variables

Variables	Composite Score
PN	3.44
SN	3.24
LB	3.34
SE	3.49
SA	3.32
HWP	3.42

After obtaining the composite score of six variables, the researcher started to run the Multiple Regression Analysis to test the five hypothesis in order to reconfirm the correlation between five factors derived from Maslow's Hierarchy of Needs which are Physiological Needs, Security and Safety Needs, Love and Belonging, and Self-Esteem, and Self-Actualization and Happiness at Work of employees who are working at That Phanom Kittisukhsan Plastic Company Limited. The model summary and analysis result of each variable are shown in the table below;

Table 4.17 Model Summary (Including All the Variables)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig. F Change
1	.554 ^a	.307	.278	.29486	10.715	.000

According to the model summary above (Table 4.17), the result of R Square is .307 which reveals that 30.70% of variance in happiness at workplace can be explained by Physiological Need, Security and Safety Need, Love and Belonging, Self-Esteem, and Self-Actualization. Moreover, the significant (Sig.) in above table, it presents the P-value as 0.000 which means at least one of the independent variables (Physiological Need, Security and Safety Need, Love and Belonging, Self-

Esteem, and Self-Actualization) has significant predictive relationship with dependent variable (Happiness at Workplace).

Table 4.18 Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.761	.394		1.931	.056	-.019	1.541
PN	.084	.065	.112	1.296	.198	-.044	.213
SN	.355	.083	.369	4.290	.000**	.191	.519
LB	-.025	.055	-.035	-.442	.659	-.134	.085
SE	.353	.093	.358	3.784	.000**	.168	.538
SA	.022	.093	.023	.233	.816	-.163	.206

** p < 0.01

From the regression results in Table 4.18, Physiological Needs have no significant impact on Happiness at Workplace since it has p-value = 0.198, $\beta = 0.084$ and Security and Safety Needs have significant predictive relationship with dependent variable (Happiness at Workplace). Security and Safety Needs are the strongest variable which influence on Happiness at Workplace p-value = 0.000, $\beta = 0.369$, Love and Belonging has no significant impact on Happiness at Workplace since it has p-value = 0.659, $\beta = -0.025$, Self-Esteem has significant which influence on Happiness at Workplace p-value = 0.000, $\beta = 0.353$, Self-Actualization has no significant impact on Happiness at Workplace it has p-value = 0.816, $\beta = 0.022$.

CHAPTER 5

CONCLUSION AND DISCUSSION

This is the last chapter of this study after the analysis result had been presented in Chapter 4. The content in this chapter included summary and discussion of the significance of the research finding. The level of employee's work happiness and factors influencing Happiness at Workplace are discussed based on the analysis. Then, the recommendations for management are proposed. Eventually, the researcher declared the limitation of this study and shared the suggestion for future research.

5.1 Conclusion and Discussion

The happiness at workplace is the combination of various factors in the company. It refers to the employees' satisfaction with their work and life in any perspective of needs (Wesarat, Sharif, & Majid, 2014; Prasetyo, Ratnaningsih, & Prihatsanti, 2017). Therefore, such influence of needs may manifest in worker's happiness. Some of the previous studies have shown a close relationship between the happiness and the need and success in the workplace (Gupta, 2012) but in other area. However, this study will focus to mainly study in manufacturing industry.

The objective of this study are to study the level of employee's work happiness at the That Phanom Kittisukhsan Plastic Company Limited and to examine the factors of happiness which are Physiological needs, Security and Safety needs, Love and Belonging, Self-Esteem, and Self-Actualization that influence on employee's happiness at workplace.

The research was conducted using quantitative method. Data were collected using both paper and electronic questionnaires. The questionnaire was sent both by hand and by email to the target audience and all 127 questionnaires were personally answered. All samples were eligible for analysis. The specialty of this paper is this company is one of the few plastic packaging manufacturers that use automatic machinery in the northeast region of Thailand. As a result of the focus on studying the happiness of this employee, In the future, the company will be able to fix it in the wrong point and develop the organization have strong to be able to fight every crisis that will come in the future.

5.1.1 Demographic Information of Employees of the That Phanom Kittisukhsan Plastic Company Limited

Among 127 eligible respondents, the majority of them were male (75.60%) during the age of 21-30 years old (48.80%) with single status (47.20%). They were mostly graduated from high school or Vocational certificate (49.60%). The great number of them worked as permanent employee (65.40%) with earning of the income less than or equal to 10,000 baht (37.80%). Most of them came from blowing section (57.50%) with the service years less than or equal to 5 years (33.90%).

5.1.2 Level of Happiness at Workplace of employees who are working at the That Phanom Kittisukhsan Plastic Company Limited

The study of level of happiness of worker in manufacturing industry and their perception about the factor's domain using 5-point Likert scale instrument. In accordance with the analysis, self-esteem was highly agreed. The overall of this variable reveals the mean 3.49 and standard deviation 0.351 considered as agree level. In line with Morgan's study in 2015, she researched the importance of self-esteem and found specific benefits related to high self-esteem among employees (Tamban et al, 2020). Employees with high self-esteem trust their ideas and judgment. Therefore, they tend to make better decisions. Having these qualities also helps them build more efficient interpersonal and work relationships. This means that they can contribute more effectively to a better and happier work environment.

The next is Physiological need which had the overall mean as 3.44 and standard deviation as 0.459 which considered as agree as well. Refer to the study of Reis et al. (2000), showing that perceived levels of psychological need satisfaction within self-determination theory significantly predicted perceived subjective well-being during the day. Cihangir-Cankaya (2009) also showed a study with university students in Turkey that a person's support from family and friends Satisfaction with basic psychological needs also has a positive effect on well-being.

Love and Belonging had the average mean as 3.34 and standard deviation as 0.491 which regarded as Neutral. In line with the research of McGonagle (2015), the interviewee explained that they were happy to be identified and to see themselves as part of group and contributed to do something bigger than themselves with receiving of love and support was noted as important for happiness at work.

Self-Actualization reveals the mean average as 3.32 and standard deviation as 0.360 which viewed as Neutral. Happiness at work includes feelings of self-actualization, optimism and the ability to enjoy your job and those you work with (Irtelli & Gabrielli, 2023). Moreover, when providing employees with important skills related to self-learning and self-awareness, it will help employees to be aware and support the life growth confidently.

Security and Safety need presented the average of mean as 3.24 and standard deviation as 0.361 which considered as Neutral. In safety needs, all employees need security and employment, resources, and importantly a safe work environment. They choose a pleasant working environment and health plans, and in social needs, the employees find coworkers they connect with (Chron Contributor, 2020).

5.1.3 Study the influence of factors and employee's work happiness at the That Phanom Kittisukhsan Plastic Company Limited

The research about relationship of factors and work happiness of employees who are working in manufacturing company by using multiple linear regression and reliability analysis.

Conforming to 127 respondents who have experience worked in plastic manufacturing company, the result reveals that Security and Safety need and Self-Esteem are the factors that affecting employee' Happiness at Workplace. Security and Safety Need had the most significant influence on employee's work happiness as it shows the highest Beta value ($\beta = 0.369$) gaining the high value from multiple regression analysis. The following is Self-Esteem had the significant impact with Beta value ($\beta = 0.369$) on employee's happiness at workplace as well. Therefore, the assumption of hypothesis number 2 and 4 are validated.

Below figure 5.1 illustrates two independent variables that influence on dependent variable as employee's work happiness in manufacturing company

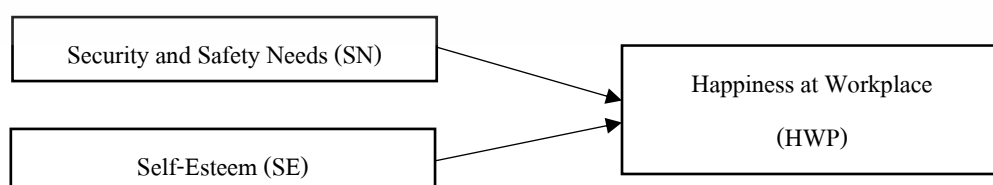


Figure 5.1 Factors influencing on employee's work happiness of the That Phanom Kittisukhsan Plastic Company Limited

Firstly, Security and Safety Need had the most significant of Happiness at Workplace. This is in line with Zalenski and Raspa (2006), he said that people will obtain more advanced needs that they want to reach the goal's life and have the well-being of their lives when the basic needs get fulfilled. Security and safety need is an important need that individual concerned with. Safety needs can be normally health and wellness, job and financial security, safety against accidents, and including laws that protect the safety of citizens.

Harter (2022) discovered some interesting statistical data that 37% of employees are insecure about their job and feel that they tend to be disengaged in the workplace. However, when employees feel secure, safe, and valued, it can increase the involvement and enthusiasm of employees in their work and workplace. This can be positive impact that include better employee retention, less turnover, even better overall business performance. Also, job security pays a significant role in how connected employees feel to the organization and how they work in the company with happiness (Miles, 2022)

In line with Talya, she explains that career safety in terms of a regular source of income can support for monthly household payment is factors in overall happiness at work. Her studies also found that women tend to worry more than men about career longevity and financial implications of losing their jobs. In other words, women at all income levels worried about the future and their career health to some extent.

This finding supported by previous researches about happiness at workplace. It shows that Security and Safety Need are the influence factors for employee's work happiness.

Secondly, to study explored that Self-Esteem had the significant affecting on Happiness at Workplace of employees. Self-Esteem is a major need that enable individuals to create a sense of self-empowerment and value for the organization in which they are involved or work with (Sun et al., 2016). Employees in this manufacturing company feel that their co-worker accept and trust on their work and believe that they are a part of company successful. Therefore, They are always happy when they have opportunity to exchange work experience with other and when other with them. This study result is in agreement with the study of Jitmun (2014) who found that Self-Esteem had positive relationship with work happiness. This is consistent with the study of Eiaumbamrungsakul (2015) who studied self-esteem and perceived organizational support predicting employee happiness. It was found that employees were happiness at work and self-esteem at a high level.

Thirdly, Physiological Need had no significant impact on Happiness at Workplace, Employees in this manufacturing company feel that the salary received may not be enough for the current cost of living. From situation in present day such as the Covid-19 or war that cause in a much higher cost of living Therefore giving employees worried and uncomfortable Also, including bonuses that may be less due to the economic conditions that effect to the company to have lower incomes, may be the main factor that makes employees feel unhappy.

Fourthly, Love and Belonging had no significant impact on Happiness at Workplace, refers to a basic perception of feeling loved and accepted. It initiates the interpersonal relationship with productive communication and good support. For Employees in this manufacturing company may feel that they cannot communicate friendly at work time. Due to work that may not be able to respond to the conversation Because employees must be serious about working with machinery Which may affect production. And employees may still feel more concerned about other employees who may not be responsible for the work they do. Which is the main factor that will affect the work causing employees to take care of more work and with increased stress. So this is directly affecting to make them unhappiness.

Finally, Self-actualization had no significant impact on Happiness at Workplace, it refers to the need to develop one's potential which is the need that human beings need to achieve their own life goals and fulfillment of life. Employees in this manufacturing company know that they have not received a job that challenges their ability. As a result of the work done, it may be the same type of work that has not changed a lot. Therefore may cause them to lose their motivation to work Including making them worried about successful in their carrier because they think they can't make it better than now. Therefore, it is the main reason that they feel anxious and unhappy at work.

5.2 Managerial Implication

Manufacturing continues to grow globally. It now accounts for a huge percentage of global GDP and large scale of employment. Therefore, to decrease turnover rate for continuing the production and saving cost for new hiring and training, increase the productivity, and maintain the business benefit, the employee's happiness comes first. The management team should have border understanding of factors that impact to employee's happiness when they come to work at the company in various perspectives.

1) The Security and Safety need focuses on preventing self-harm and satisfying an underlying needs for control and regularity in our life. This need includes securing employment, ensuring a healthy and safe work environment. Managers should provide a safe working environment with clear policies and responsibilities to make sure the workplace is safe enough. In addition, implement strategies such as implementing new policies related to safety and well-being, harassment, bullying and equal pay. Moreover, company should offer health insurance as part of employee packages. All employees must receive appropriate health and safety training course and allow them to speak up when things go wrong. In terms of work and compensation, management has to make sure they are not overworking their staff, providing them with a great living wage in a timely manner. Therefore, they can gain benefit as they should gain and manage their finances effectively to support themselves and their families.

2) Self-esteem, in the workplace is the most important for employees to feel that they are growing, thriving and accomplishing. And they were recognized as having achieved it. It feels respected in my own eyes and in my peers. Employees must be offered decent work that gives them the opportunity to contribute and showcase their talents. These opportunities for continuous learning and self-development give employees a sense of accomplishment motivate them to work harder and push their limits. Additionally, manager should consider implementing fair performance management systems and encouraging formal and informal feedback mechanisms but in a mutually appropriate manner. Providing promotion opportunities and rewards is an important tool for meeting employee appreciation needs. These strategies are great ways to help your organization deal with uncertainty, creating an environment where your employees feel empowered while meeting your expectations and their own.

3) In terms of Physiological needs, this is the most fundamental employee needs. Management should consider offering a job according to an individual's assessed skills and ability. Also, providing a favorable working environment where their basic and common needs are met, for example, clean drinking water, clean air, ambient temperature, etc. Moreover, manager should determine the proper working hour, meal quality, and break time with hygiene and cleanliness facilities in work premises. For example, working excessively long hours with no access to a restroom impact to employee directly on both mental and physical health. Such poor treatment of team members does not do little for productivity in the long run and employees often have a legal obligation to address these needs. However, there is a strong humanitarian need for it. Lastly, Timely payments of salary or wages to support oneself and their family are basic need at this level.

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4) Love and Belonging creates a work environment where all employees are treated fairly. A friendly environment and a workplace encourage collaboration and communication with others. The workers must be take pride in the company they work for and in their work. They deserve recognition and appreciation for what they've accomplished. Management team and leaders must be carefully about their own behaviors and attitudes towards all colleagues and subordinates. Leader are proactive in avoiding all forms of discriminatory behavior towards employees, eliminating unconscious bias toward or against individual, promoting a culture of respect and inclusion for all employees, remaining proactive in preventing internal politics, and preventing pin-pointing behaviors or blame games. Employees must be inspired to work collaboratively and without fear of failure to perform difficult tasks. They must have the necessary instructions and equipment to function well. Employees are encouraged to participate in company-sponsored off-the-job social gatherings, business and social meetings with the team, mentoring and coaching programs to meet employee professional development needs, and workplace policies to improve work-life balance. Companies should conduct employee surveys to better understand their specific needs. and agreed to take action to remedy the situation. When employees feel they are part of a team and see themselves as a good fit for the role. They are always happy to work with the company. Subsequently, they will be motivated to work and achieve results.

5) Self-Actualization, they are deeply involved in the growth story of the organization and are perfectly aligned with their personal and corporate goals. Above all, they build trust and lead their teams with passion, pride, satisfaction and personal responsibility. Managers should consider offering growth opportunities that can be tailored to the specific needs of these employees. Encourage them to be involved in decision-making on operational and financial matters. Provide a job rotation or lateral/vertical extension in the current role. by providing freedom for innovation and taking risks Often by entrusting access to direct communication with clients and customers by sharing insights into the financial health of an organization and by assigning employees to be official representatives of the organization. A workplace culture wherein employees feel safe, respected, encouraged and valued, certainly display high level of happiness and work engagement, high productivity rates and better quality of delivery to reduced absenteeism and reduced costs.

5.3 Limitation and Suggestion for Future Research

This study had some limitations that will be useful for the future studies as follows;

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1) An important limitation of this study is the sample size of the study. The target population of the sample is stratified random sampling from employees in the company. Due to the sample variance of each group which is a severe constraint of optimum allocation, this cannot represent all the perspectives of employees across organizations. Lohr (2009) points out that a disadvantage of stratified random sampling is that the results can be biased if the stratification is incorrect. Therefore, it is highly recommended for researchers to trial to conduct this research in different subgroups by using another method of sampling procedures.

2) Since this study had conducted the study by obtaining the factors from Maslow's hierarchy of needs that cannot explain what the factors impact to employee's work happiness in all aspects, therefore, other factors of happiness at workplace such as type of job, job motivation, work achievement, work-life balance, etc. could be future discussed and explored in future studies.

3) Future studies may need to focus on the specific concept of happiness at work. This is because happiness is often determined by how people experience and assess their lives as a whole. Since this study found that the need for security and safety and self-esteem determine happiness at work, more detailed research may be undertaken to include other factors in workplace happiness studies in order to achieve a higher risk of happiness at work. A more comprehensive understanding of the concept of happiness at work. By this research, it solely studied and explored the result of factors influencing happiness at workplace from the manufacturing field. The future research should be conducted by comparing with others industries in order to gain information and comprehend other industries' employee happiness perception. That Phanom Kittisukhsan Plastic Company Limited can use such details to create the policies and actions to enhance and promote the happiness standard in workplace.

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APPENDIX A

Thesis Outline Approval



Announcement

KMITL Business School

King Mongkut's Institute of Technology Ladkrabang

Result of Thesis Outline Approval

KMITL Business School, King Mongkut's Institute of Technology Ladkrabang, with the approval of the Thesis Proposal Committee, would like to announce the research topic and approve the Thesis outline of the Master of Business Administration Program in Industrial Business Administration (International Program), which was approved on 3 March 2023 to proceed as follows:

Mr. Pichayapat Kittisuksan, Student ID 62611015, is allowed to do a Thesis on the topic of "Factors Influencing Happiness at Work of Employees: A Case Study of Thatphanom Kittisukhsan Plastic Company" with Asst. Prof. Dr. Nattawut Rojniruttikul as a main advisor.

In this regard, the student is required to research and write a Thesis by consulting with his advisor to complete it within the stipulated time in the regulations of King Mongkut's Institute of Technology Ladkrabang.

Announced on March 30, 2023

(Assistant Professor Dr. Poramate Asawaruangpipop)

Acting Dean of KMITL Business School

2023/03/30 Time 21:16:44 Non-FPI Server Sign-LN

Signature Code : QQAI1A-EIAMQ-A5ADQ-ACgAz

APPENDIX B

Research Instrument

Questionnaire

Subject: Factors Influencing on Employee's Happiness at Workplace: Case Study of That Phanom Kittisuksan Plastic Company Limited

(ปัจจัยที่มีผลต่อความสุขในการทำงานของพนักงานบริษัท ชาติพนมกิตติสุขสันต์พลาสติก จำกัด)

Researcher: Mr. Pichayapat Kittisukhsan

Course: Degree of Master Business Administration in Industrial Business Administration (International Program)

((ปริญญาโท บริหารธุรกิจอุตสาหกรรม (หลักสูตรนานาชาติ))

King Mongkut's Institute of Technology Ladkrabang Business School

(คณะบริหารธุรกิจแห่งสถาบันเทคโนโลยีพระจอมเกล้าเจ้าคุณทหารลาดกระบัง)

1. Questionnaire Objectives

(วัตถุประสงค์)

To study the determinants affecting work happiness in Plastic manufacturing industry which are Physiological Needs, Safety and Security Needs, Love and Belonging, Self-Esteem, Self-Actualization, and Happiness at Workplace

(เพื่อศึกษาปัจจัยที่มีผลต่อความสุขในการทำงานของพนักงานบริษัท ชาติพนมกิตติสุขสันต์พลาสติก จำกัด ได้แก่ ความต้องการพื้นฐานทางด้านร่างกาย ความต้องการความมั่นคงปลอดภัย ความต้องการความรักและสังคม ความต้องการการได้รับการยกย่องนับถือในตนเอง และ ความต้องการพัฒนาศักยภาพของตน)

2. Questionnaire structure

*Note: This questionnaire is developed based on the conceptual framework. The answers to this questionnaire are strictly confidential. Collected data from this questionnaires is

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analyzed by statistics technique and conclusion draw from data analysis is from average of consented respondent only.

(หมายเหตุ แบบสอบถามนี้พัฒนาจากกรอบแนวคิดวิจัย คำตอบที่ได้ถือเป็นการรวบรวมวิเคราะห์ข้อมูล โดยใช้วิธีเทคนิคทางสถิติจากผู้ตอบแบบสอบถามที่ได้รับการยินยอมเท่านั้น)

Section 1: Sociodemographic data

(ส่วนที่ 1: ปัจจัยส่วนบุคคลของผู้ตอบแบบสอบถาม)

Instruction Please mark ✓ in the box in front of the item that best describes your reality.

(คำชี้แจง: กรุณาทำเครื่องหมาย ✓ ลงใน ที่ตรงกับความเป็นจริงมากที่สุดเพียงข้อเดียว)

1. Gender (เพศ)

Male (ชาย)

Female (หญิง)

2. Age (years) (อายุ)

Under 20 years or less (20 ปี หรือต่ำกว่า)

21-30 years (21-30 ปี)

31-40 years (31-40 ปี)

41-50 years (41-50 ปี)

51 years or more (51 ปี หรือมากกว่า)

3. Marital status (สถานภาพ)

Single (โสด)

Married (สมรส)

Divorced/ Widowed/ Separated (หย่าร้าง/ หม้าย/ แยกทาง)

4. Educational level (ระดับการศึกษา)

Secondary school or lower (ต่ำกว่าหรือเทียบเท่ามัธยมต้น)

High school/ Vocational certificate (มัธยมปลาย/ปวช.)

High Vocational certificate (อนุปริญญา/ ปวส.)

Bachelor Degree (ปริญญาตรี)

Master Degree (ปริญญาโท)

Doctoral Degree (ปริญญาเอก)

5. Employment status (สถานภาพการทำงาน)

Permanent employee (พนักงานประจำ)

Temporary employee (พนักงานชั่วคราว)

6. Average income per month (รายได้เฉลี่ยต่อเดือน)

Less than or equal to 10,000 baht (น้อยกว่า หรือเท่ากับ 10,000 บาท)

10,001-20,000 baht (10,001-20,000 บาท)

20,001-30,000 baht (20,001-30,000 บาท)

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- 30,001-40,000 baht (30,001–40,000 บาท)
- 40,001–50,000 baht (40,001–50,000 บาท)
- Above than 50,000 baht (มากกว่า 50,000 บาทขึ้นไป)

7. The department/ section that you are working for? (แผนกหรือหน่วยงานที่ปฏิบัติงานในบริษัท)

- Office (สำนักงาน) Blowing section (แผนกเป่าขึ้นรูป)
- Injection section (แผนกฉีดขึ้นงาน) Logo printing section (แผนกติดโลโก้)
- Maintenance Department (แผนกซ่อมบำรุง)
- Logistic Department (แผนกขนส่งและจัดส่งสินค้า)
- Security guard (รักษาความปลอดภัย) Housekeeping (ทำความสะอาด)

8. How long have you worked at That Phanom Kittisuksan Plastic Company Limited, on average?

(ระยะเวลาการทำงานในบริษัท)

- 5 years or less (5 ปี หรือ ต่ำกว่า)
- More than 5-10 years (มากกว่า 5 ปี – 10 ปี)
- More than 10-15 years (มากกว่า 10 ปี – 15 ปี)
- More than 15-20 years (มากกว่า 15 ปี – 20 ปี)
- More than 20-25 years (มากกว่า 20 ปี – 25 ปี)
- More than 25 years (มากกว่า 25 ปีขึ้นไป)

Section 2: Factors Influencing on Employees' Happiness at Workplace

(ส่วนที่ 2: ปัจจัยที่มีผลต่อความสุขในการทำงาน)

Instruction: Please mark ✓ in the box in front of the item that best describes your reality

5 = Strongly Agree, 4 = Agree, 3 = Neither Agree or Disagree, 2 = Disagree, 1 = Strongly Disagree

(คำชี้แจง: กรุณาทำเครื่องหมาย ✓ ลงใน ที่ตรงกับความเป็นจริงมากที่สุดเพียงข้อเดียว

5 = เห็นด้วยมากที่สุด, 4 = เห็นด้วย, 3 = เฉยๆ, 2 = ไม่เห็นด้วย, 1 = ไม่เห็นด้วยอย่างยิ่ง)

Item no.	Factors Influencing on Employees' Happiness at Workplace	Opinion Level				
		5	4	3	2	1
Physiological needs (ความต้องการพื้นฐานทางด้านร่างกาย)						
1	You think that the salary level is appropriate for the job assigned. (ท่านคิดว่าระดับเงินเดือนเหมาะสมกับงานที่ได้รับมอบหมาย)					

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Item no.	Factors Influencing on Employees' Happiness at Workplace	Opinion Level				
		5	4	3	2	1
2	You think that your salary is sufficient for your current living expenses. (ท่านคิดว่าเงินเดือนที่ท่านได้รับเพียงพอกับค่าครองชีพปัจจุบัน)					
3	You think that your salary has been increased reasonably. (ท่านคิดว่าท่านได้รับการพิจารณาขึ้นเงินเดือนอย่างเหมาะสม)					
4	You think that you are satisfied with the company welfare that you have received. (ท่านคิดว่าท่านพึงพอใจกับสวัสดิการต่างๆของบริษัทที่ท่านได้รับ)					
5	You think that you are satisfied with the number of leave days set by the company. (ท่านคิดว่าท่านพึงพอใจกับจำนวนวันลาต่างๆที่บริษัทกำหนด)					
6	You think that you are satisfied with past bonuses. (ท่านคิดว่าท่านพึงพอใจกับการให้โบนัสที่ผ่านมา)					
Safety and Security Needs (ความต้องการความมั่นคงปลอดภัย)						
7	You have confidence and faith in this profession. (ท่านมีความเชื่อมั่นและศรัทธาในอาชีพนี้)					
8	You think that the work you do will help to promote stability in your life. (ท่านคิดว่างานที่ท่านทำจะช่วยส่งเสริมความมั่นคงให้กับการดำรงชีวิต)					

Item no.	Factors Influencing on Employees' Happiness at Workplace	Opinion Level				
		5	4	3	2	1
9	You think that your promotion is appropriate and fair. (ท่านคิดว่าการเลื่อนตำแหน่งของท่านเป็นไปอย่างเหมาะสมและเป็นธรรม)					
10	You think that your company give important to safety. (ท่านคิดว่าบริษัทฯ ให้ความสำคัญในเรื่องความปลอดภัย)					
11	You think that there is an opportunity for growth and advancement in your work field in the future? (ท่านคิดว่ามีโอกาสดิบโตและก้าวหน้าในสายงานในอนาคต)					
12	You think that you would continue to work in this job until your retirement. (ท่านคิดว่าจะปฏิบัติงานในอาชีพนี้ตลอดไปจนเกษียณอายุการทำงาน)					
Love and Belonging (ความต้องการความรักและสังคม)						
13	You have good relationship with your colleague. (ท่านมีความสัมพันธ์ที่ดีกับเพื่อนร่วมงาน)					
14	You and your co-workers communicate in a friendly way during work. (ท่านและเพื่อนร่วมงานพูดคุยกันอย่างเป็นมิตรในระหว่างทำงาน)					
15	Co-workers listen your opinions and advice. (เพื่อนร่วมงานรับฟังความคิดเห็นหรือข้อเสนอแนะต่างๆของท่าน)					

Item no.	Factors Influencing on Employees' Happiness at Workplace	Opinion Level				
		5	4	3	2	1
16	When you face the problem, your co-workers give you support well. (เมื่อท่านเกิดปัญหาในการปฏิบัติงานเพื่อนร่วมงานจะช่วยเหลือท่านได้เป็นอย่างดี)					
17	You are recognized by your co-workers. (ท่านได้รับการยอมรับจากเพื่อนร่วมงาน)					
18	Your co-workers have responsibility to their work. (เพื่อนร่วมงานของท่านมีความรับผิดชอบในงานที่ทำ)					
Self-Esteem (ความต้องการการได้รับการยกย่องนับถือในตนเอง)						
19	You are trusted by co-workers, supervisors, and other people who have the opportunity to work with you. (ท่านได้รับความเชื่อถือจากเพื่อนร่วมงาน หัวหน้างาน และบุคลากรอื่น ๆ ที่มีโอกาสร่วมงานกับท่าน)					
20	You have exchanged work experiences with co-workers. (ท่านได้แลกเปลี่ยนประสบการณ์ในการทำงานกับผู้ร่วมงาน)					
21	Co-workers accept and trust on your work. (เพื่อนร่วมงานให้การยอมรับและไว้วางใจในการทำงานของท่าน)					
22	You have been commended for your good work. (ท่านได้รับการยกย่องและชมเชยในผลงานจากบริษัท)					

Item no.	Factors Influencing on Employees' Happiness at Workplace	Opinion Level				
		5	4	3	2	1
23	You feel that you are a part that support the company to be successful. (ท่านรู้สึกว่าคุณเป็นส่วนหนึ่งที่ทำให้บริษัทประสบความสำเร็จ)					
24	Your work is valuable and creates benefit for company. (งานที่ท่านทำมีคุณค่าและก่อให้เกิดประโยชน์แก่บริษัท)					
Self-Actualization (ความต้องการพัฒนาศักยภาพของตน)						
25	You have assigned challenging tasks. (ท่านได้รับมอบหมายงานที่ท้าทาย)					
26	You can make decision by yourself. (ท่านสามารถตัดสินใจได้ด้วยตนเอง)					
27	You feel successful in your career. (ท่านรู้สึกประสบความสำเร็จในหน้าที่การงาน)					
28	The work you do contributes to the success of the organization. (งานที่ท่านทำส่งผลให้องค์กรประสบความสำเร็จ)					
29	You have been entrusted to show your full potential in your work. (ท่านได้รับมอบหมายให้แสดงศักยภาพในการทำงานอย่างเต็มที่)					
30	The work you do matches your abilities and what you set out to do. (งานที่ท่านทำตรงกับความสามารถและสิ่งที่คุณตั้งใจ)					

Section 3 Opinion on Happiness at Workplace

(ส่วนที่ 3: ความสุขในการทำงาน)

Instruction: Please mark ✓ in the box in front of the item that best describes your reality

5 = Strongly Agree, 4 = Agree, 3 = Neither Agree or Disagree, 2 = Disagree, 1 = Strongly

Disagree

(คำชี้แจง: กรุณาทำเครื่องหมาย ✓ ลงใน ที่ตรงกับความเป็นจริงมากที่สุดเพียงข้อเดียว

5 = เห็นด้วยมากที่สุด, 4 = เห็นด้วย, 3 = เฉยๆ, 2 = ไม่เห็นด้วย, 1 = ไม่เห็นด้วยอย่างยิ่ง)

Item no.	Opinion on Happiness at Workplace	Opinion Level				
		5	4	3	2	1
Happiness at Workplace (ความสุขในการทำงาน)						
31	You feel enjoy at work. (ท่านรู้สึกสนุกกับการทำงาน)					
32	You do not feel any anxiety at work. (ท่านรู้สึกไม่วิตกกังวลใดๆในการทำงาน)					
33	You feel comfortable at work. (ท่านรู้สึกสบายใจในการทำงาน)					
34	You are like and pleasant on your work. (ท่านรู้สึกชอบ ภูมิใจในการทำงาน)					
35	You feel that the work you do is interesting. (ท่านรู้สึกว่างานที่ทำน่าสนใจ)					
36	You are willing to work. (ท่านรู้สึกยินดี เต็มใจทำงาน)					
37	You like to work. (ท่านรู้สึกว่าอยากทำงาน)					
38	You are alert to work fluently. (ท่านรู้สึกมีความตื่นตัวทำงานได้อย่างคล่องแคล่ว)					
39	You feel alive in your work. (ท่านรู้สึกมีชีวิตชีวาในการทำงาน)					

AUTHOR BIOGRAPHY

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Undergraduate Education	
Degree	Bachelor's degree in International Business Management International Collage, Burapha University
Year	2016
Presentation and Publications	Pichayapat, K. & Nuttawut, R. (2023). Factors influence happiness at work of employees: A case study of Thatphanom Kittisukhsan Plastic Company, <i>Proceedings of the 6th International Conference on Applied Liberal Arts</i> (pp. 142-152). Bangkok: Thailand.

