

**FACTORS AFFECTING WORKPLACE HAPPINESS OF EMPLOYEES IN  
THE COMMERCIAL BANK**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIRMENTS FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION IN INDUSTRIAL  
BUSINESS ADMINISTRATION  
KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG  
BUSINESS SCHOOL  
KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG  
2024**

**KMITL-2024-KBS-M-067-004**

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.



**COPYRIGHT 2024**

**KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG BUSINESS  
SCHOOL KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG**

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

<b>Thesis Title</b>	Factor Affecting Workplace Happiness of Employees on The Commercial Bank
<b>Student</b>	Ms. Titaporn Boonmee
<b>Student ID</b>	62611098
<b>Degree</b>	Master of Business Administration
<b>Program</b>	Industrial Business Administration (International Program)
<b>Year</b>	2024
<b>Thesis Advisor</b>	Assoc. Prof. Dr. Nuttawut Rojnirutikul

## ABSTRACT

This research investigates the influence of quality of work life and technological factors on workplace happiness among employees across various industries. The study aims to explore the relationship between these variables and provide insights into factors contributing to employee well-being. A sample of 385 employees was drawn from an unknown population using convenience sampling. Data were collected using a structured questionnaire and analyzed using descriptive and inferential statistics, including multiple linear regression analysis. The results revealed a significant positive relationship between quality of work life, technological factors, and workplace happiness. Specifically, higher levels of quality of work life and technological factors were associated with increased workplace happiness. These findings underscore the importance of creating supportive work environments and leveraging technology to enhance employee well-being and overall organizational success.

## ACKNOWLEDGEMENT

I am deeply indebted to express my sincere my sincere thanks to my thesis advisor, Assoc. Prof. Dr. Nuttawut Rojniruttikul for his invaluable help and constant encouragement throughout the course of this research. I would not have achieved this far, and this thesis would not have been completed without all the support that I have always received from him.

Additionally, I am grateful for the teacher of master business administration includes Assoc. Prof. Dr. Singha Chaveesuk. I also could not have undertaken this journey without my defense committee includes Dr. Phayat Wutthirong and Dr. Vasu Keerativutisest, who generously provided knowledge and expertise.

Lastly, I would be remiss not to mention my dear family, especially my dear parents. This endeavor would not have been possible without my dear parents, who financed my educational scholarship throughout my life, the opportunity to study while working and inspired me.

Titaporn Boonmee

# TABLE OF CONTENTS

<b>Chapter</b>	<b>Page</b>
ABSTRACT.....	I
ACKNOWLEDGEMENT .....	II
TABLE OF CONTENTS.....	III
LIST OF TABLES.....	VI
LIST OF FIGURES .....	VIII
CHAPTER 1 INTRODUCTION .....	9
1.1 Background .....	9
1.2 Research Questions.....	16
1.3 Research Objectives.....	16
1.4 Research Hypothesis.....	17
1.5 Research Benefit .....	17
1.6 Scope of Research.....	18
1.7 Definition of Terms.....	19
CHAPTER 2 LITERATURE REVIEW .....	21
2.1 Quality of Working Life .....	21
2.2 Theoretical Concept of Quality of Working Life.....	23
2.3 Workplace Happiness .....	26
2.4 Theoretical Concept of Workplace Happiness.....	28
2.5 Technological Factors .....	31
2.6 Theoretical Concept of Technological Factors .....	32
2.7 General Information Regarding Commercial Banks.....	33
2.8 Related Research.....	34
2.9 Conceptual Framework Diagram.....	36

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## TABLE OF CONTENTS (Continue)

Chapter	Page
CHAPTER 3 RESEARCH METHODOLOGY .....	38
3.1 Population and Sample.....	38
3.2 Research Method and Instrument.....	39
3.3 Data Collection .....	41
3.4 Data Analysis .....	42
CHAPTER 4 ANALYSIS RESULTS .....	44
4.1 Demographic Information.....	45
4.2 Level of Quality of Working Life .....	56
4.3 Level of Technological Factors.....	52
4.4 Level of Workplace Happiness .....	58
4.5 Hypothesis Testing.....	67
CHAPTER 5 CONCLUSION AND DISCUSSION .....	70
5.1 Conclusion .....	70
5.2 Discussion.....	73
5.3 Limitation.....	75
5.4 Future Study.....	75

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## TABLE OF CONTENTS (Continue)

	<b>Page</b>
REFERENCES .....	75
APPENDIX.....	81
APPENDIX A Research Questionnaire.....	82
AUTHOR BIOGRAPHY.....	101



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

# LIST OF TABLES

<b>Table</b>	<b>Page</b>
<b>Table 1.1</b> Total assets of commercial banks.....	10
<b>Table 1.2</b> Number of branches and employees in commercial banks in 2023.....	11
<b>Table 3.1</b> Sample size of commercial bank employees.....	38
<b>Table 4.1</b> Cronbach’s Alpha Results.....	41
<b>Table 4.1</b> Frequencies and Percentages of Sample Population Demographics (n=385).....	45
<b>Table 4.2</b> Mean and Standard Deviation of Quality of Working Life for participants .....	46
<b>Table 4.3</b> Mean and Standard Deviation of Quality of Work .....	47
<b>Table 4.4</b> Mean and Standard Deviation of Health and Well-being .....	48
<b>Table 4.5</b> Mean and Standard Deviation of Work/ Social life Balance .....	49
<b>Table 4.6</b> Mean and Standard Deviation of Job Security .....	50
<b>Table 4.7</b> Mean and Standard Deviation of Competency Development.....	51
<b>Table 4.8</b> Mean and Standard Deviation of Technology for participants .....	52
<b>Table 4.9</b> Mean and Standard Deviation of Computer Skill .....	53
<b>Table 4.10</b> Mean and Standard Deviation of Attitude Towards Technology Usage.....	54
<b>Table 4.11</b> Mean and Standard Deviation of Physical Environment .....	55
<b>Table 4.12</b> Mean and Standard Deviation of Executive Environment.....	55
<b>Table 4.13</b> Mean and Standard Deviation of Collaborative Environment .....	57
<b>Table 4.14</b> Mean and Standard Deviation of Workplace Happiness for participants .....	58
<b>Table 4.15</b> Mean and Standard Deviation of Happy Body .....	59
<b>Table 4.16</b> Mean and Standard Deviation of Happy Heart .....	59
<b>Table 4.17</b> Mean and Standard Deviation of Happy Society .....	61
<b>Table 4.18</b> Mean and Standard Deviation of Happy Relax.....	61
<b>Table 4.19</b> Mean and Standard Deviation of Happy Brain.....	62

This material is intended for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## LIST OF TABLES (Continue)

Table	Page
Table 4.20 Mean and Standard Deviation of Happy Soul.....	64
Table 4.21 Mean and Standard Deviation of Happy Money.....	65
Table 4.22 Mean and Standard Deviation of Happy Family.....	66
Table 4.23 Regression analysis of Quality of Work and Workplace happiness.....	67
Table 4.24 Regression analysis of the Technological factors and Workplace happiness .....	68



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## LIST OF FIGURES

Figure	Page
Figure 2.1 A Theory of Human Motivation.....	26
Figure 2.2 Conceptual framework.....	37



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

# CHAPTER 1

## INTRODUCTION

### 1.1 Background

Bank employees are considered a stable profession. Because the income is good very good benefits and high bonuses in the era of digital technology. This cause customers to migrate to using services through electronic channels and digital platforms (Prakaifai, 2020). Currently, society speaks with the same voice that is in poor condition. Since there has been a change in the application of technology (digital disruption), which has affected many businesses and both direct and indirect agencies. The impact has become so widespread that some industries have had to call for measures. Or employee protection plan. In the digital age of banks, employees are at risk of being laid off. Because of the replacement of technology, the bank has already entered the digital banking system. Just have a connection to the internet through electronic channels and digital platforms. Customers can conduct transactions through mobile banking, where the bank can reduce expenses by reducing staffing, branch size, and stationery supplier required for transactions (Zebra.com, 2023). Banks reduce service costs, along with maintaining the same or increasing profit margins. There are only some places where profits are increasing at a decreasing rate. But it appears that many banks have closed their branches. And drastically reduced the number of employees. Major banks such as Kasikorn Bank branches in 2019, approximately 850 locations, and Siam Commercial Bank reduce the number of branches from 1,153 to only 400. Reduce employees from 27,000 people to 15,000 people (Prakaifai, 2020).

Overview of Commercial Banks in the second quarter of 2023, the commercial banking system is stable. It has a significant amount of capital, reserves, and liquidity. The business sector gradually repaid debt after accelerating expansion to increase liquidity during the COVID period, particularly in the repayment of SMEs and government loans, while some large businesses raised funds by issuing debt instruments. Additionally, commercial banks manage their debt quality. Credit quality declined slightly in SMEs and consumer loans. Overall, the amount of non-performing loans (NPLs) and bad debt decreased due to debt quality management and continuous debt restructuring, while stage 2 increased slightly. However, monitoring the debt repayment ability of vulnerable groups remains necessary from increased debt burden and slow income recovery. The ratio of corporate debt to GDP continues to fall.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Profitability in the manufacturing sector improved slightly. We must monitor risks from the export sector, which is slowing in tandem with the global economy. However, it is still necessary to monitor the ability of vulnerable groups to repay debt from higher debt burden and slow income recovery. Corporate debt to GDP is steadily decreasing. The manufacturing sector's profits improved slightly. We must keep an eye on risks from the export sector, which is slowing alongside the global economy. The tourism industry needs to continue to recover and the construction sector, which must adhere to government policies. Debtors on assistance measures decreased slightly from the previous quarter. According to Bank of Thailand data, commercial banks manage debt quality and provide ongoing assistance to debtors through debt restructuring (Bank of Thailand, 2023). According to Bank of Thailand data. To summarize, the country has 5,172 commercial bank branches and 393 service points. The country has a total of 5,565 branches and service points, with 32 commercial banks divided into two groups: the first group consists of 17 commercial banks registered in the country. There are six large commercial banks and 11 medium and small commercial banks. The second group consists of fifteen foreign commercial banks. As of September 2023, the commercial banks system's total assets were 21,966,788 million baht. (The Bank of Thailand, 2023)

**Table 1.1:** Total assets of commercial banks.

Bank	Asset	Loan	Deposit
1. Kasikorn Bank	4.268 trillion baht	2.449 trillion baht	2.710 trillion baht
2. Siam Commercial Bank	3.539 trillion baht	2.455 trillion baht	2.546 trillion baht
3. Bangkok Bank	4.559 trillion baht	2.723 trillion baht	3.163 trillion baht
4. Krungsri Bank	2.759 trillion baht	1.941 trillion baht	1.772 trillion baht
5. Krungthai Bank	3.627 trillion baht	2.480 trillion baht	2.611 trillion baht

**Source:** Kasikorn Bank, September 2023, Siam Commercial Bank, October 2023, Bangkok Bank, September 2023, Krungsri Bank, September 2023, Krungthai Bank, September 2023

**Table 1.2:** Number of branches and employees in commercial banks in 2023

Bank	2021	2022	2023
<b>1. Kasikorn Bank</b>			
1.1 Number of branches	818	824	816
Rate of increase (%)			
1.2 Number of employees (People)	19,153	18,840	18,722
<b>2. Siam Commercial Bank</b>			
2.1 Number of branches	828	801	794
Rate of increase (%)			
2.2 Number of employees (People)	22,130	23,977	26,032
<b>3. Bangkok Bank</b>			
3.1 Number of branches	1,059	891	847
Rate of increase (%)			
3.2 Number of employees (People)	22,692	21,294	20,917
<b>4. Krungsri Bank</b>			
4.1 Number of branches	642	671	600
Rate of increase (%)			
4.2 Number of employees (People)	33,397	34,245	49,668
<b>5. Krungthai Bank</b>			
5.1 Number of branches	1,026	995	972

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

**Table 1.2:** (Cont.)

Bank	2021	2022	2023
5. Krungthai Bank			
5.1 Number of branches	1,026	995	972
Rate of increase (%)	18,937	17,157	16,421
5.2 Number of employees (People)			

According to an announcement by the Bank of Thailand the financial institution's system development plan requesting permission from the Minister of Finance to establish a branch of a commercial bank that is a subsidiary of a new foreign commercial bank. Criteria, methods, and conditions for requesting permission to establish a Parish Bank that is a subsidiary of a foreign commercial bank. New applicants, as of June 7, 2013, can request permission to open general branches in a total of 20 locations, as well as electronic machines used for automatic deposits and withdrawals (ATMs) outside the premises, in a total of 20 locations.

Bank employees are therefore considered to be qualified, knowledgeable, and hard-working human resources (Prakaifai, 2020). The professional workload among bank employees in both the public and private sectors is high. Due to long working hours, role conflict and pressure from superiors. As a result, private sector bank employees are more stressed at work than public sector bank employees. Because the duties received were too much, role ambiguity, role conflict, unreasonable groups, and political pressure, lack of authority, base salary and poor relations between co-workers, absolute poverty, low status, harsh working conditions, and the ability to make a profit. These are all factors that cause work stress among bank employees (Ashae, 2023). Work stress is a universal factor that must be faced in every stage of life. Bankers in particular are under a lot of stress. These stresses reduce organizational performance. The overall efficiency of the employees decreases. The quality of work has decreased. High employee turnover and absenteeism from work due to health problems such as anxiety, depression, headaches, and back pain (AVR and Rao, 2023). Several studies have shown that bank employees face high job demands. This affects the work-life balance. Employees have to work beyond standard working hours and are exposed to stress (Ariani, Tandiyuk, Nural, 2023).

Most people spend more time working than doing anything else. The key to happiness at work is understanding the role of employment, the type of work, and the nature of the

workplace. These factors significantly affect subjective measures of well-being and happiness. Beyond the impact on happiness, happiness itself can help create productive results. Happiness can lead to stable performance and a better quality of life compared to unemployed individuals. Having a job is not just about finances; it also enhances social status and social relationships, and provides structure to life. All of these aspects influence people's happiness. Cynthia Fisher explains that happiness at work refers to favorable judgments (positive attitude) or pleasant experiences at work (positive feelings, emotions, and flow state). The seven main factors are: Job satisfaction, Organizational commitment, Participation in work, Engagement, Well-being and strength, True flow and motivation, Work influence.

Happiness is something that people desire, which will fill them with a good quality of life. Happiness at work is also a conceptual framework that helps individuals increase their performance. And achieve their highest potential (Afanin, 2022). Unlike people who are unhappy, they will not work long. They tend to take more time off work while they are at work. They cannot work fully. All of these costs have a huge negative impact on the workplace. Accept that some people cannot be avoided. Or maybe they do not fully enjoy their work. This problem reveals another reason for the repetition of the same cycle: the highest birth rate. It is a waste of people's abilities. Today's organizations need flexibility. To meet the increasing demand for innovation and creativity. It is everything that people can do better than machines. Organizations that employ AI to perform repetitive tasks can therefore reduce errors. And makes employees happy (Yano, 2023). Work flexibility affects employee happiness. Only when the ability to work flexible and the willingness to work flexible. Therefore, it can promote the creation of employees' self-efficacy awareness. Under the current situation, where there is an epidemic of disease, the willingness to work flexibly play a positive moderating role between work flexibility and self-efficacy. It mediates between work flexibility and employee happiness (Xing, 2021).

AI in financial services and banking is becoming more widespread. From improving traditional practices to meeting the demands of digital transformation, such as making it easy to open a bank account. This can be done online from anywhere at any time. An automated system will verify your information. This results in less waiting and fewer errors. AI can analyze data through pattern recognition and machine learning algorithms (McKinley, 2023) The thirteenth national economic and social development plan (2023-2027) is a second-level plan, promotes the growth of Thailand's digital economy in line with the digital disruption trend in all sectors and the widespread application of digital technology. But there are still restrictions on access to equipment or the inability to apply digital technology. A clear example is the education sector, where the education system has been adjusted online. Causing some students to be unable to study. Due to limitations in equipment elderly people who lack knowledge of

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

using the application, causing digital inequality. The digital economy development plan therefore wants to transform Thai people into digital citizens, leading to living in the digital age. By bringing the workforce into the digital era, workers develop digital skills to meet industry needs. Upgrading the economic sector to digital Thailand. Create a digital entrepreneurs change mechanism, traditional economic into the digital age (Digital Economy Promotion Agency, 2023). Accepting that technology is a tool that can have a positive or negative effect on a person's happiness. It depends largely on how technology is used (Mochon, 2021). Currently, it is found that people use smartphones for most business communications. Today's technology makes it easier to access networks via smartphones. But people may encounter unfamiliar operating systems or applications that can affect satisfaction and productivity. Digital communications have changed, and the communication formats between banks and customers have changed. Due to customer transaction behavior in the digital banking era, customers are increasingly turning to online transactions and mobile banking. Communication with customers, therefore, focuses more on online or digital communication. Therefore, it is another way to communicate with customers. Reaching customers and catching market trends, digital sales are at the heart of digital banking services. Digital technology is everywhere in people's lives, such as laptops, smartphones, and tablets. Digital connectivity enables online communication through email and smartphones. Remotely access the company network, including files, management systems, and software, in regular interactions. During the lockdown, there will be a strong disconnect between AI technology and humans. People rely on technology to carry out their lifestyles, keeping them connected to friends and family. In fact, if there are no happiness technologies such as video chat, entertainment, telehealth, and online meetings, people will live in a fragmented, psychologically difficult world, and socialization (Olya, 2021). A positive perspective sees that the development of technology causes businesses to evolve all the time. Whether it is the operating model. If the company does not do anything, it will be in trouble. There will be only a policy to lay off employees. Because there are insufficient skills to compete, Pete Daugherty said that this is a challenge for the modern banking system. 61% more likely to switch to online banking, data from (Zebra.com, 2023).

Providing fair compensation, taking care of employee welfare and adequate funding will have a significant positive influence on organizational commitment. Therefore, work-life balance has a significant impact on employees' organizational commitment. Employment influences general well-being. The quality of work experience and the health of individuals (Abebe and Assemie, 2023). Changing technology personnel and employment requirements. It is redefining job roles and hiring criteria. AI developments are automating clerical and redundant jobs. On the other hand, AI also opens up career opportunities, such as an AI engineer

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

or an ethical AI scientist. Digital transformation manager, human-machine team building coordinator, cyber security analyst IBM says 35% of companies use AI in their business, and another 42% report they are exploring AI (McKinley, 2023). The 13th national economic and social development plan (2023-2027) aims to emphasis is placed on having a modern government sector. Effective and answering the needs of the people. According to strategy 3, by upgrading internal processes to be digital and using data for management, for the development of the country to be interconnected with e-Workflow, reducing steps and being able to work anywhere, anytime via the internet network, and advanced security protection, strategy 3.2: modifying work processes eliminate the use of unnecessary documents and procedures. Apply digital technology throughout the work process. Since planning operation, monitoring, and evaluation, including international trade using online trading and service platforms that provide services that meet the needs of citizens. Support the development of digital technology. Building confidence in the use of digital technology. Reform mechanisms and regulations to ensure quality. Standards for both personal data protection policies and the exchange of information and government applications (International institute for trade and development, 2023).

Creating happy work is possible. The organization must begin by creating good attitudes towards the organization among its employees, communicating the organization's image and goals to employees, and making them aware of the goals together. It is very good if the organization allows employees to participate in setting or creating a common vision or goal. Another important thing is that the organization must clearly communicate expectations to employees. To create a thorough understanding of mutual understanding between employees and the organization. By creating happiness at work, we must also focus on creating employee participation in the organization. But executives must give importance to developing the organization to create happiness and enjoyment and eliminate conflict. Without inequality and discrimination, along with creating a good attitude for employees to take pride in and see the value in the work they do continuously.

The management of almost every organization has realized the importance of employees, who are considered the most valuable resource. Affects the success of the organization. Therefore, we are committed to developing our employees to have knowledge and abilities. Because I believe "Employees are the key to a company's success." Because they provide and use other resources. Which can make the organization's management effectively achieve the organization's objectives. Therefore, caring for the employees within the organization is something that the organization's top executives must give importance to and be able to access the needs of employees at all levels. To encourage employees to be enthusiastic and committed to work to maximum efficiency for the organization.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Therefore, many organizations are increasingly aware of the importance of managing the quality of working life (Quality of working life) of employees within the organization because quality of working life is considered an important factor that contributes to work efficiency. And leads to achieving the organization's goals and also makes employees stay with the organization for a long time. The important reflection is reducing the turnover rate of employees (Turnover rate) and reducing recruitment costs. Reduce time wasted in training new employees. This problem may cause damage to the organization. Working to achieve maximum efficiency is important. That every organization desires from every employee, therefore, executives must know how to influence the minds of employees to cooperate and work together with willingness. Dedicate your talents to cooperate and work together to achieve the organization's objectives effectively.

For that reason, the researcher is therefore interested in studying factors affecting the happiness at work of commercial bank officials. The results of this research will be applied to the development of organizational units. Similar to increasing the efficiency of employees' work. In this study, the research objectives are as follows:

## **1.2 Research Questions**

1.2.1 What is the current level of workplace happiness among employees in commercial banks?

1.2.2 What are the key factors that significantly influence the workplace happiness of employees in commercial banks?

## **1.3 Research Objectives**

1. To investigate the level of work-related happiness among employees in commercial banks.

2. To study the factors that influence workplace happiness among employees in commercial banks.

## 1.4 Research Hypothesis

1. Quality of work life positively influences the workplace happiness of employees in the commercial banks.
2. Technological factors positively influence the workplace happiness of employees in the commercial banks.

## 1.5 Research Benefit

### **For employees of the commercial bank**

Research findings could offer valuable insights into the levels of workplace happiness among commercial bank employees, potentially leading to improvements in their job satisfaction and overall well-being. By identifying the factors influencing happiness, employees may benefit from better working conditions and enhanced morale, contributing to a more positive work environment.

### **For the commercial bank**

The research outcomes can be utilized to develop strategic approaches for personnel management within the commercial bank. By understanding the factors influencing employee happiness, the bank can implement targeted measures to enhance employee satisfaction and retention. This, in turn, can lead to improved organizational performance and productivity, as well as fostering a positive organizational culture.

### **For academic purposes**

The research contributes to the academic literature by recognizing the significant impact of technological factors on job satisfaction among commercial bank employees. It serves as a basis for further academic inquiry into human resource management practices within the banking sector, offering insights into employee well-being and organizational dynamics. Additionally, the research provides a foundation for further studies aimed at understanding and addressing the challenges faced by bank personnel in an increasingly technology-driven environment.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## 1.6 Scope of Research

### 1.6.1 Population and Sample

The population for this study is an unknown number of commercial bank employees. The researcher cannot determine the population based on the sample group used to collect data from the formula (Roscoe, 1969: 156-157).

The formula  $N = (Z_c\sigma/\epsilon_m)^2$ , where N represents the number of sample population.

$Z_c$  = The Z score based on the significance of level assigned by the researcher ( $\alpha$ )

$Z = 2.58$  at 95% confidence ( $\alpha = .05$ )

$\epsilon_m$  = Indicates the maximum allowable tolerance

$\sigma$  = Represents the population's standard deviation

The researcher will use a sample size of 385 people, representing the number of employees at Thailand's top 5 commercial banks.

### 1.6.2 Variable

#### Independent variable

Quality of work life: Quality of work, health and well-being, work/social life balance, job security, competency development.

Technological factors: Computer skills, attitude towards information, physical environment, executive environment, collaborative environment.

#### Dependent variable

Workplace happiness consists of Happy Body, Happy Heart, Happy Relax, Happy Brain, Happy Soul, Happy Money, Happy Family, and Happy Society.

### 1.6.3 Timeframe of Research

April - May 2024

## 1.7 Definition of Terms

1. Quality of Working Life refers to an individual's satisfaction or expectation regarding different aspects of work, including the work environment, work systems, relationships between workers or supervisors, and work-life balance.

2. Health and Wellbeing refers to the state of reducing illness rates and avoiding sickness by maintaining excellent health in the body, mind, society, and intelligence, leading to liberation from many oppressions or achieving independence.

3. Work/Social Life Balance refers to the balance between work and personal life, where one changes their perspective on stress generated by overwork, separates work from relaxation time, and focuses on life management.

4. Job Security refers to an individual's sense of safety at work, involving career stability and the stability of the organization, without any actions that jeopardize job security or mental health.

5. Competency Development refers to the development and promotion of personnel in terms of knowledge, abilities, skills, and characteristics to make the organization more efficient and expand management.

6. Computer Skills refers to the application and proficiency in using various computer programs effectively for work purposes.

7. Attitude Towards the Use of Information Technology refers to users' expectations influenced by their perception of the benefits of information technology and the belief that the system is easy to use.

8. Physical Environment refers to the surroundings of the worker that are conducive to learning and creativity, including orderliness, cleanliness, and adequate lighting.

9. Administrative Environment refers to both concrete and abstract elements, influenced by internal and external factors, affecting the structure, processes, and behavior of management development.

10. Co-worker Environment refers to the environment surrounding an individual in terms of relationships or support from within the organization, affecting work facilitation and acceptance of opinions.

11. Happy Body refers to taking care of oneself to avoid becoming a burden to others by maintaining physical and mental health and living happily through proper lifestyle choices.

12. Happy Relax refers to being considerate and helpful to others, understanding the roles within the family and workplace, and the impact of one's actions on various issues.

13. Relaxation refers to the ability to regulate emotions and find ways to relax amidst work or daily life stress to maintain balance in life.

14. Happy Brain refers to enjoying learning and being professional in work, continuously developing oneself to achieve career stability and advancement.

15. Happy Soul refers to having morality, gratitude, and ethics necessary for teamwork, living life with honesty, responsibility, discipline, and punctuality.

16. Happy Money refers to wisely using and saving money, managing finances effectively, and creating a life that suits oneself while managing family income and expenses.

17. Happy Family refers to loving and caring for one's family, having a warm and stable family, and finding motivation and encouragement from the family, contributing to social stability.

18. Happy Society refers to loving and caring for one's organization/society, being a valuable member at work and outside work, and contributing to a positive social environment.

## CHAPTER 2

# LITERATURE REVIEW

The purpose of this study is to investigate the factors that influence the work happiness of commercial bank employees. The researcher examined the following topics in related documents, publications, and previous research.

- 2.1 Quality of Working life
- 2.2 Theoretical Concept of Quality of Working life
- 2.3 Workplace happiness
- 2.4 Theoretical Concept of Workplace happiness
- 2.5 Technological factors
- 2.6 Theoretical Concept of Technological factors
- 2.7 General Information Regarding Commercial Banks
- 2.8 Related Research
- 2.9 Conceptual Framework

### **2.1 Quality of working life**

The desire for preparation and support at work is common among employees, as it aids in their full adaptation to the workplace. It is essential for employees to balance their work and personal lives. Consequently, the quality of working life, encompassing the workplace environment, is a significant factor in ensuring that employees remain happy, secure, and motivated to continue their employment. Work experiences should foster such positive sentiments, given that work constitutes the most prevalent human activity for earning a livelihood and meeting basic human needs. A positive attitude toward work, shared by both individuals and the organization, is crucial.

Relevant academics and researchers have defined the term "Quality of Working Life" in various ways:

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Quality of working life is defined as an environment that offers both moral and material support to enhance employees' job security and motivate them to give their best efforts to the organization. Other researchers provide a more comprehensive definition, highlighting the importance of creating appropriate conditions and a supportive work environment to increase job satisfaction. This is reflected in the reward system, equitable pay, opportunities for growth and development, and allowing employees to participate in decision-making. Emphasis is placed on workplace safety, which meets workers' needs and fosters a sense of security at work. Quality of working life is a critical factor influencing employees' career and organizational commitments. Numerous studies have found a link between job satisfaction and organizational commitment (Abebe & Assemie, 2023).

In large organizations, employees are often assigned multiple tasks to be completed within short time frames, leading to pressure and stress. The combination of deadlines and workload exacerbates work-related stress. Quality of working life is a key factor influencing human motivation and job satisfaction. It is a comprehensive concept that includes both physical and mental health, economic situation, personal beliefs, and interactions with the environment (Hammond et al., 2023).

Quality of working life also refers to how individuals behave at work, often influenced by their parents' occupations. This includes performing work well and receiving appropriate compensation (Bhiwajee & Jaffur, 2023). Additionally, it encompasses employees' overall satisfaction and well-being at work, assessing the balance between work and personal life and the extent to which the workplace promotes overall well-being (Soythong, 2023).

In conclusion, the quality of working life, as defined by various scholars, involves evaluating employees to improve their behavior and the overall working environment. This entails creating a suitable and supportive working environment, ensuring employees are prepared both physically and mentally, and enabling them to adapt to their work and life contexts. These improvements may be reflected in rewards, wage justice, a friendly work atmosphere, various benefits, praise from supervisors and co-workers, development opportunities, participation in decision-making, and growth. All these factors contribute to enhanced satisfaction for both employees and the organization.

## 2.2 Theoretical Concept of Quality of Working Life

The concept of Laar, Edwards, Easton's Work-Related Quality of Life Scale (WRQoL) encompasses six key aspects, which are used to measure various dimensions of work-related quality of life. These aspects include:

1. Job and Professional Satisfaction: The contentment employees feel towards their job roles and professional achievements.
2. Overall Well-Being: The general physical and mental health status of employees.
3. Interface of Home and Work: The balance and interaction between employees' personal and professional lives.
4. Workplace Stress: The level of stress experienced by employees due to their work environment and job demands.
5. Work-Related Control: The degree of autonomy and influence employees have over their work tasks and environment.
6. Working Conditions: The physical and psychological conditions in which employees perform their job tasks.

Laar, Edwards, Easton (2007) define Quality of Working Life (QWL) through six main dimensions, summarized as follows:

1. Compensation and Wages: The benefits and financial remuneration provided to employees in exchange for their time, talent, and efforts towards the organization.
2. Nature of Work: The day-to-day activities that constitute employees' job roles. It is essential that these activities align with employees' preferences and skills, providing them comfort and job satisfaction.
3. Work Hours and Schedule: The variety of work schedules available, including full-time, part-time, flexible hours, and holidays. Increased flexibility in work hours translates into greater freedom for employees, allowing opportunities for non-work activities and better work-life balance.
4. Institutional Factors: These include both internal and external aspects of an organization's operations. Internal factors involve job security, recreational facilities, a

cafeteria, and a clean environment. External factors encompass job opportunities, barriers to career advancement, and discrimination based on race, color, gender, or age.

5. Economic, Social, and Political Factors: These factors influence general job satisfaction and attitudes toward work. Economic pressures, such as increased cost of living and energy crises, as well as social and political issues like pollution, can lead to frustration and anxiety, resulting in overall dissatisfaction with life. Conversely, conveniences such as nearby shopping, improved public transportation, education, and other facilities contribute to overall satisfaction.

6. Work Environment: Ensuring a safe, healthy, and hazard-free work environment is a primary concern. The objective is to create a workspace free from noise and pollution, which fosters employee well-being and productivity (Arora & Mohindru, 2022).

This conceptual framework provided by Laar, Edwards, Easton (2007) offers a comprehensive understanding of the multiple dimensions that contribute to the quality of working life, highlighting the importance of both intrinsic and extrinsic factors in enhancing employee satisfaction and well-being.

Soythong (2023) classifies the components of Quality of Working Life (QWL) as follows:

1. Adequate Compensation: QWL requires that compensation meets employees' economic needs.
2. Promoting Occupational Safety and Health: This involves ensuring the physical surroundings of the workplace are safe and healthy. This includes the use of workplace-friendly tools and equipment, safety from accidents, and the prevention of disease spread.
3. Opportunities for Self-Development: Employees should be allowed to perform their jobs based on their knowledge and abilities, participate in planning, and engage in all steps of the process.
4. Job Security and Advancement: This includes taking on more responsibility, improving performance, and having opportunities for professional success, which should be recognized by coworkers and family, providing financial stability and career growth.
5. Collaboration in the Workplace: This fosters a recognition of the value of the workgroup and promotes collaboration and positive relationships within the organization.

6. Organizational Ethics and Democracy: Adhering to moral principles at work, respecting privacy rights, ensuring freedom of speech, and fostering mutual respect and consideration of coworkers' rights.

7. Work-Life Balance: Allocating time proportionately between work, family, and society. This includes engaging in socially responsible work activities and making employees aware of their importance.

Ariana et al. (2023), Zulhawati, and Harsono (2023) explain from a human management perspective that employee well-being is directly related to the quality of their work life. A conducive work environment inspires feelings of satisfaction and happiness. Garengo et al. (2023) state that QWL must be structured to meet employees' needs. An environment that emphasizes consultation, problem-solving, and trust-building creates positive relationships between employees and management.

Lenka (2023) emphasizes that increasing employee productivity requires flexibility. This study demonstrates a strong positive relationship between job satisfaction, work efficiency, and QWL. Several factors influence a high level of QWL, including:

1. Schedule flexibility
2. Support from colleagues, commanders, and supervisors
3. Adding value to work effectively
4. Opportunities for career development
5. Job security
6. Effective time management
7. Work-life balance
8. Structured workflow
9. Clarity in job roles
10. Immediate salary increases

Lenka concludes that good working conditions improve work efficiency. Employees must have the ability to work independently, and their work efficiency will increase when they realize that the organization highly values their satisfaction.

## 2.3 Workplace Happiness

Workplace happiness is defined as the positive influence of an employee's job and work environment on their level of happiness. Some individuals believe that happiness is found in the workplace. This indicates that there are no negative feelings at work (Janse, 2022).

Happiness at work indicates that the balance of happiness and sadness is skewed towards the positive. The work environment almost always influences employee happiness, but it also depends on the overall state of happiness according to Maslow's hierarchy of needs. Companies that can improve employee happiness in the workplace will achieve above-average performance and customer satisfaction. As a result, it benefits companies to invest in employee happiness. Investing in this context entails cultivating a positive work environment and attracting leaders who promote employee happiness. These factors may have a positive impact (Janse, 2022).



**Figure 2.1** A Theory of Human Motivation.

**Source:** Maslow (1943).

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Some researchers associate happiness with a fulfilling life, while others believe happiness is determined by subjective choices. Another perspective suggests that culture influences our perception of happiness, making it a personal matter with each person having a unique definition. Actively seeking happiness can help evoke positive emotions associated with favorable circumstances.

It has been observed that not every employee desires promotion; personal time holds more value than financial rewards. Therefore, both individuals and organizations deem happiness crucial in the workplace. The best workplaces foster an environment where employees thrive, offering flexibility and freedom to work according to personal preferences. Such environments are built on a foundation of developmental opportunities and trust (Misra & Srivastava, 2022).

Similarly, happiness at work, characterized by positive emotional responses to assigned tasks, enhances efficiency, loyalty, and reduces turnover rates. Consequently, many organizations focus on enhancing workplace happiness. By identifying strategies for long-term happiness, organizations can reap significant benefits. Factors contributing to this include recognition, acceptance, stability, career advancement, job security, and positive interpersonal relationships (HREX Asia, 2021).

According to the literature review, happiness is the ultimate desire of all human beings. Happiness at work, therefore, is a fleeting emotional perception influenced by various factors. This underscores its critical importance for every organization to address. In practice, happiness at work highlights organizational culture as a key determinant of job satisfaction. Organizational culture refers to the internal working environment shaped by the organization to facilitate its functioning. Key aspects include salary, job security, professional development, and work-life balance.

An effective culture takes into account employee happiness and aims to enhance employee satisfaction. Employee satisfaction pertains to the overall contentment employees feel with their roles and the workplace environment.

## 2.4 Theoretical Concept of Workplace Happiness

Winter (2009) dissected the intricate code of happiness into its constituent parts. Happiness, a word comprising 9 letters—H, A, P, P, I, N, E, S, S—each bears a distinct connotation:

**H = Healthiness:** Signifies robust health, the ability to eat, sleep, and maintain a sound physical condition, thus living daily life happily.

**A = Abstinence:** Mastery over one's desires, adhering to the principle of moderation, refraining from excess and living within means.

**P = Peacefulness:** Inner and outer tranquility, achieving true peace.

**P = Philanthropy:** The act of giving, sacrificing for others, fostering goodwill and genuine intentions.

**I = Income:** Having sufficient honest earnings to sustain life, highlighting the importance of ethically acquired wealth.

**N = Niceness:** Kindness, amiability, cultivating positive relationships and virtues.

**E = Enjoyableness:** Finding joy in recreational activities, sports, travel, socializing, music, movies, and other forms of entertainment.

**S = Security:** Ensuring safety and stability across personal, economic, and job-related aspects.

**S = Sexuality:** Positive engagement in intimate relations, fostering happiness and positive emotions in relationships.

Winter (2009) thus reveals that happiness comprises these essential elements, each contributing uniquely to one's sense of fulfillment and well-being.

Al-Taie (2023) notes a global trend among organizations increasingly prioritizing the measurement of employee happiness in the workplace. Happier employees, who tend to exhibit higher productivity, greater engagement, and stronger commitment to their organizations, highlight the significance of effective management practices and corporate support in enhancing employee satisfaction. Enthusiastic employees, characterized by traits such as optimism, resilience, and self-confidence, consistently report elevated levels of happiness, benefiting not only themselves but also fostering improved collaboration, productivity, and better interpersonal relationships with coworkers (Pascal van Dort, 2023).

The National Library of Education, USA, is not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Aristotle emphasized personal responsibility in pursuing happiness, contrasting with Zhuang Xi's view on the role of the human mind in achieving it, showcasing diverse philosophical perspectives. Abraham Maslow's hierarchy of needs underscores safety as fundamental to happiness and well-being, reflecting essential human requirements.

Ban Ki-moon, former UN Secretary-General, stresses the importance of prioritizing people's well-being and happiness, advocating for environments that support self-improvement goals. Transforming the workplace into a happier environment yields multiple advantages, including enhanced job satisfaction, improved performance, and increased sales. Leesman highlights the importance of allowing employees to design their workspace, which contributes significantly to their happiness and motivation. Factors such as ergonomic furniture, conducive environmental controls (temperature, noise levels), and the simple act of smiling, which reduces stress and triggers happiness-inducing hormones like dopamine and serotonin, play pivotal roles in fostering a positive workplace atmosphere.

In conclusion, fostering happiness in the workplace not only enhances individual well-being but also leads to organizational success through improved morale and productivity.

The concept of a happy workplace emphasizes the management of human happiness, focusing on achieving balance for oneself, family, and society through eight principles:

**Happy Body** – Good health entails having a healthy body, both physically and mentally, free from common diseases.

**Happy Relax** – Kindness involves being generous and understanding towards others, fostering joy and mutual respect.

**Happy Brain** – Pursuit of knowledge signifies a continuous desire to acquire new skills and knowledge for personal and professional development.

**Happy Soul** – Morality involves maintaining a virtuous mind based on moral principles, avoiding wrongdoing and practicing meditation for inner peace.

**Happy Money** – Financial freedom means having stable income and expenses, effectively managing finances, and understanding savings and investments for future security.

**Happy Family** – A strong family unit is characterized by warm relationships and happiness, where work does not intrude on family time.

**Happy Society** – A thriving society is built on collaboration, trust, love, and unity among its members, fostering a positive community environment.

Happy Work Life – Job satisfaction stems from fulfilling work experiences within the organization, including satisfaction with the work environment, welfare benefits, opportunities for promotion, and adequate compensation.

This framework aims to cultivate happiness at various levels, contributing to overall well-being and fulfillment in both personal and professional lives.

Based on the BAMBA model for creating happiness at work, derived from the book "If You're So Smart, Why Aren't You Happier?" by Raj Raghunathan, the elements are interpreted as follows:

B = Basic needs represent the fundamental requirements for work, encompassing both physical and emotional needs. This includes whether the salary is sufficient to cover expenses and whether the work environment is conducive to productivity.

A = Autonomy refers to the freedom to work without excessive control. It goes beyond physical freedom and includes the ability to express one's opinions and ideas without fear of reprisal.

M = Mastery involves the capability to work effectively and the satisfaction gained from developing skills and expertise in tasks that one enjoys. This fosters enthusiasm and professional growth, which organizations should actively support.

B = Belonging signifies being part of a workplace community. Given that humans are social beings, feelings of isolation can significantly impact mental well-being. Especially in remote work scenarios, maintaining relationships is crucial to fostering a sense of belonging.

A = Abundance culture denotes a positive organizational culture that promotes appreciation and recognition. Small gestures, such as writing thank-you notes as exemplified by Campbell Soup's CEO, can have a profound impact on employee morale and organizational success.

In essence, the BAMBA model emphasizes addressing basic needs, fostering autonomy, supporting mastery, nurturing a sense of belonging, and cultivating an abundance culture to enhance employee happiness and organizational effectiveness.

It could be argued that individual factors significantly contribute to workplace happiness and success. Outside of personal attributes, these factors can be categorized into the following major groups: 1) Friendship, 2) Leadership, 3) Job Inspiration, 4) Organizational Shared Values, and 5) Quality of Work-Life Balance. This study examines the factors influencing workplace happiness across these five categories:

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Environmental factors affecting the workplace environment include location, supportive work equipment, and necessary facilities.

Factors related to supervisors and coworkers involve the quality of supervision and collaboration with colleagues.

Factors in career advancement include the type of work assigned and opportunities for professional growth within the organization, which contribute to morale and job satisfaction.

Factors in personal development encompass access to information and opportunities to enhance skills and experience relevant to the job.

Considerations for compensation and benefits encompass the financial rewards received from work, including salary, benefits, and additional income, all of which impact workplace happiness. This study assessed happiness using Porter's concept of job satisfaction, which evaluates the perceived difference between expected and actual rewards.

## 2.5 Technological Factors

Technological factors encompass processes arising from problem-solving and technical improvements, enhancing machinery productivity while reducing manual labor or outdated operations.

According to Penpoin (2023), technological factors relate to the use of technology and form part of a company's external environment. Alongside political, economic, social, demographic, legal, and environmental considerations, technology encompasses techniques, tools, equipment, and associated knowledge. Technological advancements and changes present both opportunities and risks for businesses, often leading to rapid obsolescence and disruption of established operations.

Several reasons highlight the significance of technological factors:

1. Technological advancements introduce new business models, rendering traditional models obsolete. For instance, e-commerce has supplanted traditional brick-and-mortar business models.

2. New technologies influence changes in production processes, incorporating advanced machinery and encouraging the development of innovative technologies like Computer-Aided Manufacturing (CAM).

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

3. Technological advancements improve communication channels and operational efficiency, cutting costs and reducing operating times. Email, for example, facilitates instant communication with suppliers, while the internet formalizes business operations and facilitates idea exchange.

## 2.6 Theoretical Concept of Technological Factors

Bencsik and Juhasz (2023) explore various factors influencing organizational success, particularly the application of professional Information and Communication Technology (ICT). They identify three key factors:

1. Loss of free time and overload.
2. Threats to personal life.
3. Threats to expertise and work overload.

Technological factors significantly impact emotions and well-being at work and in personal life, particularly through the loss of free time caused by technological overload. Feelings of uncertainty stemming from inadequate ICT skills have a profound effect on work-life balance, ultimately influencing overall organizational efficiency.

Rahman (2023) investigates the impact of internet use on the personal well-being of Indonesian farmers. Based on a survey of 7,221 farmers from the Indonesian Family Life Survey (IFLS-5), Rahman employs a Two-Step Residual Inclusion (2SRI) model to explore internal factors affecting internet adoption. The study finds that farmers who use the internet tend to be younger, more educated, healthier, and predominantly male. Empirical evidence suggests a positive and significant correlation between internet use and subjective well-being measures such as happiness and life satisfaction.

Bencsik and Juhasz (2023) further examine the effects of technology on work-life balance, emphasizing that acquiring new skills requires additional effort, often outside of regular working hours. The fear of job loss due to colleagues' superior qualifications also influences organizational dynamics, underscoring the importance of organizational trust in determining well-being and happiness at work."

## 2.7 General Information of Commercial Banks

The history of commercial banking in Thailand traces back to the establishment of the Hong Kong and Shanghai Bank, the first commercial bank permitted to operate in the country. Initially authorized during the reign of King Rama V, it conducted a trial run of commercial banking in 1904 under the name "Book club" before formally founding Siam Commercial Bank in 1906 (now known as Siam Commercial Bank). Subsequently, other banks followed suit.

Commercial banks play a crucial role by accepting public deposits and utilizing them to provide loans, thereby contributing to the growth of the national economy. Section 4 of the Financial Institution Business Act B.E. 2008 permits financial institutions to engage in banking activities. Commercial banks offer comprehensive services to various customers, excluding insurance, brokerage, securities trading, medium-sized businesses, and low-income customers. They provide a wide range of financial services similar to banks, except for activities related to foreign exchange and derivatives (Statistics, 2023).

1. Kasikorn Bank (KBANK), established on June 8, 1945, with an initial capital of 5 million baht, opened its first office at Suea Pa Road. Starting with 21 employees, the bank has evolved over decades, continually introducing new organizational structures and financial products to deliver excellent service. Operating under the motto "Impressive service at every level" and the concept of "Customer-centricity," Kasikorn Bank merged with Kasikorn Bank Companies (K Companies) and established K KASIKORNTHAI, symbolizing its comprehensive financial services group. Recently, KBANK relocated its headquarters from the Rat Burana Building to Phahon Yothin Road, Samsen Nai Subdistrict, Phaya Thai District, Bangkok. This relocation, approved by the Bank of Thailand and officially registered with the Ministry of Commerce on May 24, 2021, marks another milestone for KBANK (KBANK, 2023).

2. Bangkok Bank (BBL) is a major bank in Asia and the first Thai bank to establish international branches. It boasts the largest international branch network, spanning over 300 locations across 14 countries and economies worldwide. These include Cambodia, China, Hong Kong, Indonesia, Japan, Laos, Malaysia, Myanmar, the Philippines, Singapore, Taiwan, the United Kingdom, the United States, and Vietnam. Over the past seven decades, the bank has operated with a commitment to being a "Friend of Thought, Friend of Home" to its customers and Thai society. Bangkok Bank's subsidiaries include Bangkok Bank Berhad, Bangkok Bank (China) Co., Ltd., PT Bank Permata Tbk, Bualuang Securities Public Company Limited, Bualuang Asset Management Co., Ltd., and Bualuang Company Limited.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

3. Siam Commercial Bank (SCB), Thailand's first bank, was established with royal permission on January 30, 1906, and has played a significant role in the country's economic cycles ever since. SCB remains a leader in the banking sector, providing comprehensive financial services tailored to diverse customer needs. Alongside deposit acceptance and loan services, the bank pursues a strategic vision aimed at becoming the most admired bank through transformative initiatives that enhance long-term competitiveness. These efforts respond to structural changes in the financial industry driven by digital technology, evolving consumer behavior, and regulatory developments (SCB, 2023).

4. Bank of Ayudhya Public Company Limited (BAY) was founded on January 27, 1945, and listed its securities on the Thailand Stock Exchange in 1997. It currently ranks as the fifth largest Thai commercial bank in terms of loans and deposits. BAY offers comprehensive financial services to both corporate and individual clients from its headquarters at 1222 Rama III Road, Bang Phong Phang Subdistrict, Yannawa District, Bangkok 10120 (Krungsri, 2023).

5. Krungthai Bank (KTB) was formed by merging two government-majority-owned banks, Agricultural Bank Company Limited and Monthon Bank Company Limited. Its first branch was established on Yaowarat Road, an important economic thoroughfare at the time. KTB plays a crucial role in safeguarding depositors and supporting economic development in Thailand. The bank continues to expand and has adopted a new vision, transitioning from "The Convenience Bank" to "Growing Together for Sustainability." This commitment focuses on developing personnel potential, delivering valuable services, and fostering growth and stability for customers, while generating sustainable returns for shareholders. KTB operates from two headquarters: Building 1 at No. 35 Sukhumvit Road, Khlong Toei Nuea Subdistrict, Watthana District, Bangkok 10110, and Building 2 at No. 10 Sukhumvit Road, Khlong Toei Subdistrict, Khlong Toei District, Bangkok 10110 (Krungthai, 2023).

## 2.8 Related Research

Bangun et al. (2021) researched the role of happiness in enhancing teacher effectiveness, focusing on the relationship between happiness, attitudes toward technology, and teacher effectiveness in higher education. The study aimed to investigate how attitudes toward digital technology relate to happiness, with happiness acting as a mediator between technology attitudes and effectiveness. Happy teachers tend to exhibit higher job satisfaction, which in turn enhances their effectiveness. The research utilized the Oxford Happiness Questionnaire and

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

gathered data from 126 professors teaching technology-related subjects at Indonesian universities, including ITB.

Using regression analysis and a conceptual hypothesis model, the study confirmed that happiness mediates the relationship between attitudes toward digital technology and effectiveness, particularly in aspects related to knowledge and creativity. The findings suggest that happiness influences how teachers perceive their teaching methods and performance. This cross-sectional study involved teachers from various Indonesian universities.

Diamantidis and Chatzoglou (2019) investigated factors influencing employee performance in response to increased business competition and rapidly changing operational conditions. They focused on corporate/environmental factors (culture, training, management support, environmental dynamics, and organizational climate) and job-related factors (work environment, autonomy, communication, and employee factors). Their research proposed a new model using structural equation modeling to examine these relationships with employee performance (EP).

Their findings indicate that job environment and management support have significant direct and indirect impacts on job performance, while adaptability and intrinsic motivation directly influence performance.

Akça and Fakioğlu (2020) investigated the factors influencing the motivation of administrative staff in government institutions, examining demographic, economic, psychological, social, organizational, and managerial factors. The study aimed to identify motivational factors using a Likert scale survey involving 349 out of 2,456 Erciyes University administrative staff members. It was found that demographic variables such as gender, years of service, and marital status had no significant influence on motivation. Positive attitudes towards work, particularly regarding the work environment and business conditions, were motivating factors. As employees' tenure in the institution increased, so did their sense of belonging. Salary increases were found to enhance motivation among low-income workers. Additionally, positive human relations within their department and recognition and appreciation from superiors were key drivers of motivation.

Kurniawan and colleagues (2021) investigated the impact of competency factors, career development, and motivation on the performance of prospective NCO personnel (Non-Commissioned Officers) for Diktukpa students in the Indonesian Navy. They concluded that improving personnel performance is crucial for enabling institutions to fulfill their duties effectively. The study aimed to examine factors influencing performance improvement among Indonesian Navy Diktukpa student applicants, including competencies, career development, This material is reserved for educational use only, not allowed for commercial use.

and motivation. Using quantitative methods and structural equation modeling (SEM) analysis with AMOS software, the research revealed that performance variables exerted a significant but not overwhelming influence on actual performance. Military career development significantly impacted the competency variables of NCO candidates among Indonesian Navy Diktukpa students. Similarly, competency variables significantly influenced the motivation of NCO applicants. Moreover, military career development significantly influenced the motivation of NCO applicants among Indonesian Navy Diktukpa students, which in turn had a notable impact on their performance. These findings provide a foundational framework for developing strategies and policies to enhance the efficiency of Indonesian Navy Diktukpa student applicants, emphasizing the critical role of NCOs as liaisons between officers and soldiers.

The researcher outlined a conceptual framework hypothesizing the relationship of independent variables with happiness in the workplace, filtered through cultural values. Employee happiness is crucial for boosting productivity. Factors such as employment status, income, friendships, and job activities contribute significantly to employee happiness. Dissatisfaction among employees can negatively impact retention rates, as stable job conditions tend to increase overall job satisfaction compared to temporary positions.

## 2.9 Conceptual Framework

The conceptual framework for this study describes independent and dependent variables as follows.

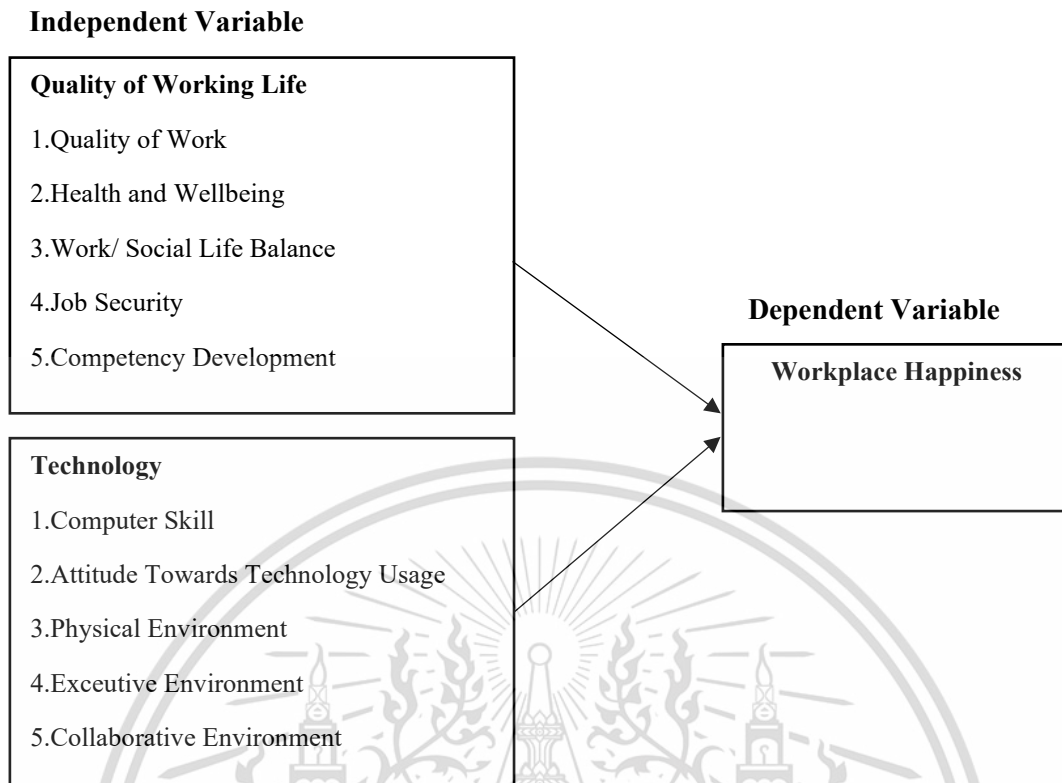


Figure 2.2: Conceptual Framework

# CHAPTER 3

## RESEARCH METHODOLOGY

This study is survey research that uses the data gathered to explain about the factors affecting workplace happiness in the commercial bank employees. In order for the research to be in accordance with the research objective. Therefore, to follow procedures and information about the research's methodology included with the following procedures.

3.1 Population and sample

3.2 Research method and instrument

3.3 Statistical data analysis

3.4 Data collection

### 3.1 Population and Sample

3.1.1 Population: The research population consisted of Thai commercial bank employees. The researcher divided the sample group by group into top five commercial banks, including Kasikorn Bank, Siam Commercial Bank, Bangkok Bank, Krungsri Ayudhya Bank, Krungthai Bank.

3.1.2 Sample: Sampling for this study, the calculation confirms the need for 385 participants required with an error of not more than 0.05. Cochran's 1977 formula is utilized to determine the sample size, resulting in 385 employees. Considering the unknown population, a z-value of 1.96 is applied, corresponding to a 95% confidence level.

The following formula (Cochran, 1977).

$$n_0 = [z^2 * p * (1-p)] / e^2$$

Where, e: desired level of precision, the margin of error

p: the fraction of the population (as percentage) that displays the attribute

z: the z-value, extracted from a z-table

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

$$n_0 = [1.96^2 * 0.5 * (1-0.5)] / 0.05^2$$

$$n = 385$$

The research sample consists of 385 employees. This research study used a convenience sampling, enabling accessibility to participants based on their availability and willingness to participate in the study obtain complete information as follows:

**Table 3.1:** Sample Size of Commercial Bank Employees

Bank	Number of Employees
Kasikorn Bank	80
Siam Commercial Bank	80
Bangkok Bank	80
Krungsri Ayudhya Bank	80
Krungthai Bank	80
Total	385

**Source:** Adapted from Bangkok post (2023)

### 3.2 Research Method and Instrument

The researcher developed a questionnaire to collect data, organized into four sections: (1) General Information, (2) Quality of Working Life, (3) Technological Factors, and (4) Workplace Happiness. The questionnaire utilizes a five-point Likert scale for calculating average scores. The Workplace Happiness section incorporates questions from Chanpeng S. and Pobkeeree V. (2020) regarding factors affecting workplace happiness, and from Chaysuwan C. (2021) concerning Happinometer indicators for assessing happiness.

#### 3.3.1 Questionnaire Section 1: General Information

This section gathers basic participant details such as gender, age, and job position. The data are analyzed using frequency statistics and presented as frequencies and percentages.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

### 3.3.2 Questionnaire Section 2: Quality of Working Life

This section consists of 20 closed-ended questions rated on a five-point Likert scale, addressing the quality of working life in a commercial bank. The data are analyzed using mean and standard deviation (S.D.). The questions span five areas: quality of work, health and wellbeing, work/social life balance, job security, and competency development, each with 4 items.

### 3.3.3 Questionnaire Section 3: Technological Factors

This section includes 20 closed-ended questions rated on a five-point Likert scale, exploring technological factors within a commercial bank. The data are analyzed using mean and standard deviation (S.D.). The questions cover five areas: computer skills, attitude towards technology usage, physical environment, executive environment, and collaborative environment, with each area comprising 4 items.

### 3.3.4 Questionnaire Section 4: Workplace Happiness

This section comprises 20 closed-ended questions rated on a five-point Likert scale, focusing on the workplace happiness of employees in the commercial bank. The data are analyzed using mean and standard deviation (S.D.). The questions encompass eight areas: happy body, happy heart, happy relax, happy brain, happy soul, happy money, happy family, and happy society, with each area containing 5 items.

### 3.3.5 Instrument testing

To ensure the accuracy of the questionnaires, the researcher conducted validity and reliability tests as follows:

**Validity:** To assess content validity, three experts reviewed the questionnaire to evaluate its content and coverage. Prior to data collection, the researcher thoroughly checked and revised the questionnaire based on expert recommendations. The questionnaires were then submitted to the experts to determine content validity. Each question was scored using the Index of Item Congruence (IOC) formula:

$$IOC = \sum R / N$$

Where, IOC = Index of item congruence

R = Congruence value of each question

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

N = The number of experts

The explanation of the score range is as follows.

+1 = The expert judged the question as fully consistent with the content.

0 = The expert was uncertain if the question was consistent with the content.

-1 = The expert judged the question as inconsistent with the content.

The results of IOC fall in the range of 0.5-1.0 that consider acceptable.

**Reliability:** To determine reliability, the questionnaire was tested with a sample of 30 individuals who were not part of the main research sample. Reliability was assessed using Cronbach's Alpha coefficient, calculated using the following formula:

$$\alpha = nr / [(n-1)r + 1]$$

The results of the Cronbach's Alpha reliability test are shown in Table 3.2:

**Table 3.2** Cronbach's Alpha Results

Variable	Number of items	Cronbach's Alpha
Quality of working life	20	0.843
Technological factors	20	0.835
Workplace happiness	40	0.903

These coefficients, all above 0.7, indicate that the questionnaire is reliable. This study demonstrates the reliability and validity of the questionnaire. Statistical analysis of the survey data showed coefficients of 0.843, 0.835, and 0.903, respectively, confirming the questionnaire's acceptability.

### 3.3 Data Collection

Data collection involved using a questionnaire as the primary research tool to gather insights from 385 employees in commercial banks. The questionnaire focused on identifying factors that influence employee happiness at work. The researcher distributed the questionnaire

to employees and requested their cooperation in completing it, adhering to the sampling plan outlined in section 3.1.

### 3.4 Data Analysis

Data analysis involved verifying the accuracy and completeness of the collected data before processing. The coded and processed data were statistically analyzed using statistical software.

#### 3.4.1 Descriptive statistics

The collected data were analyzed descriptively to determine percentages, frequencies, means, and standard deviations. The interpretation of the mean was based on the formula:

$$\begin{aligned} \text{Interval} &= (\text{Highest value} - \text{Minus lowest value}) / \text{Number of floors} \\ &= (5-1) / 5 \\ &= 0.8 \end{aligned}$$

Scores were then averaged and categorized as follows:

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

#### 3.4.2 Statistical Data Analysis

Statistical methods such as frequency, percentage, mean, and standard deviation (S.D.) calculations were employed. Inferential statistics, including regression analysis, were used to test the hypotheses.

Hypotheses Tested:

Hypothesis 1: The quality of working life positively influences workplace happiness among employees in commercial banks.

Hypothesis 2: Technological factors positively influence workplace happiness among employees in commercial banks.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## CHAPTER 4

### ANALYTICAL RESULTS

This chapter presented the data analysis with the objective of studying the factors affecting workplace happiness of employees in commercial banks. Questionnaires were used to collect data, analyze, and present the research findings in the following sequence:

Part 1: Analysis of general data from participants classified by gender, age, job position, and workplace.

Part 2: Examination of the relationship between the quality of work life and workplace happiness of employees in commercial banks.

Part 3: Examination of the relationship between technology and workplace happiness of employees in commercial banks.

By examining the numerous dimensions of factors impacting workplace happiness, this chapter aims to meet the study's objectives regarding employees in commercial banks.

Symbols utilized for data analysis.

$\bar{x}$  is the sample of population mean

S.D. is standard deviation

N is sample size

Sig is level of significance

$H_0$  is null hypothesis

$H_1$  is alternative hypothesis

F is F-distribution

Df. is degrees of freedom

\* is p-value < 0.05: statistically significant

\*\* is p-value < 0.01: statistically significant

## 4.1 Demographic Information

Based on the sample collected through the distribution of questionnaires, the participants' socio-demographic data in this section. The description analysis of the demographic information is presented in Table 4.1, and the descriptive analysis of the opinion level of employees who had experienced the factors influencing happiness at work in the commercial bank employees also shown in table.

**Table 4.1:** Frequencies and Percentages of Sample Population Demographics (n=385)

Demographic	Number	Percentage
Gender		
Male	189	49.1
Female	196	50.9
Age		
Less than 30 years	140	36.4
30-40 years old	132	34.3
41-50 years old	60	15.6
More than 50 years	53	13.8
Position level		
Operation level	200	51.9
Management level	118	30.6
Supervisor level	67	17.4

According to Table 4.1, the sample comprises 385 participants, consisting of 189 (49.1%) male participants and 196 (50.9%) female participants. The majority of participants are aged less than 30 years, accounting for 140 (36.4%), while the lowest age group is over 50 years, with 53 (13.8%) participants. Most participants are at the operational level, totaling 200 (51.9%), with a smaller number at the supervisor level, totaling 67 (17.4%).

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## 4.2 Level of Quality of Working Life

The following are findings from a study on the quality of working life which includes quality of work, health and wellbeing, work/ social life balance, job security, and competency development by mean and standard deviation, the opinion level can be summarized as follows.

**Table 4.2:** Mean and Standard Deviation of Quality of Working Life

Quality of Working Life	$\bar{x}$	S.D.	Level
1. Quality of Work	4.43	.401	Strongly agree
2. Health and Well-being	4.12	.570	Agree
3. Work/ Social life Balance	4.20	.502	Agree
4. Job Security	4.43	.383	Strongly agree
5. Competency Development	4.46	.395	Strongly agree
Overall	4.33	.486	Strongly agree

Table 4.2 presents the mean and standard deviation of various dimensions of Quality of Working Life among employees. The results indicate that employees strongly agree that they experience high Quality of Work (Mean = 4.43, S.D. = 0.401), Job Security (Mean = 4.43, S.D. = 0.383), and Competency Development (Mean = 4.46, S.D. = 0.395). These dimensions have the highest mean scores, suggesting that employees feel very positive and secure about their work quality, job stability, and opportunities for skill enhancement.

Health and Well-being (Mean = 4.12, S.D. = 0.570) and Work/Social Life Balance (Mean = 4.20, S.D. = 0.502) also received high mean scores, although these are slightly lower than the other dimensions, indicating that employees agree that these aspects of their working life are satisfactory. The higher standard deviation in these areas suggests greater variability in employees' perceptions.

In overall, the mean score of 4.33 with S.D. equal to S.D. = 0.486 indicates that employees generally have a very high quality of working life, with a strong tendency towards strong agreement across all dimensions assessed.

**Table 4.3:** Mean and Standard Deviation of Quality of Work

Quality of Work	$\bar{x}$	S.D.	Level
Your work is accurate and complete.	4.48	.540	Strongly agree
You achieve work goals without errors or issues later.	4.37	.586	Strongly agree
Your work or results can be used to achieve desired outcomes.	4.45	.589	Strongly agree
Overall, you are satisfied with the quality of your work.	4.42	.558	Strongly agree
Overall	4.43	.568	Strongly agree

Table 4.3 presents the mean and standard deviation for various aspects of quality of work, indicating a strong agreement among respondents. The aspects include the accuracy and completeness of work (Mean = 4.48, S.D. = 0.54), achievement of work goals without subsequent errors (Mean = 4.37, S.D. = 0.586), the usability of work results to achieve desired outcomes (Mean = 4.45, S.D. = 0.589), and overall satisfaction with the quality of work (Mean = 4.42, S.D. = 0.558). The overall mean score is 4.43 with a standard deviation of 0.568, reflecting a consistently high level of perceived quality of work among the respondents, categorized as "strongly agree."

**Table 4.4:** Mean and Standard Deviation of Health and Well-being

Health and Well-being	$\bar{x}$	S.D.	Level
The workload for which you are responsible does not cause physical or mental health problems such as stress, insomnia, or frequent illness.	4.01	.816	Agree
Your organization has a physical location or activities that promote health.	4.16	.740	Agree
Your organization conducts annual health screenings for employees, at least once per year.	4.29	.667	Strongly agree
Overall, you are satisfied with the state of your health and well-being.	4.03	.690	Agree
Overall	4.12	.723	Agree

Table 4.4 presents the mean and standard deviation of various aspects of Health and Well-being among employees. The results show that employees generally agree that their workload does not cause physical or mental health problems (Mean = 4.01, S.D. = 0.816), that their organization promotes health through physical locations or activities (Mean = 4.16, S.D. = 0.740), and that they are satisfied with their overall health and well-being (Mean = 4.03, S.D. = 0.690). Notably, employees strongly agree that their organization conducts annual health screenings (Mean = 4.29, S.D. = 0.667). The overall mean score of 4.12 with S.D. equal to 0.723 indicates a general agreement among employees that their health and well-being are well supported by their organization, although there is some variability in their opinions.

**Table 4.5:** Mean and Standard Deviation of Work/ Social life Balance

Work/ Social life Balance	$\bar{x}$	S.D.	Level
You have enough free time to make yourself and your family happy.	4.03	.690	Agree
You are not required to work outside of work hours or take work home.	4.21	.725	Strongly agree
You participate in other activities of the organization at all times (work of other groups or public work without being the main person in charge).	4.28	.706	Strongly agree
Overall, you are satisfied with your work-life balance and social life.	4.28	.629	Strongly agree
Overall	4.20	.688	Agree

Table 4.5 presents the mean and standard deviation of various aspects of Work/Social Life Balance among employees. The results indicate that employees generally agree they have enough free time to make themselves and their families happy (Mean = 4.03, S.D. = 0.690). Employees strongly agree that they are not required to work outside of work hours or take work home (Mean = 4.21, S.D. = 0.725), and they participate in other organizational activities without being the main person in charge (Mean = 4.28, S.D. = 0.706). Additionally, employees strongly agree that they are satisfied with their overall work-life balance and social life (Mean = 4.28, S.D. = 0.629). The overall mean score of 4.20 with S.D. equal to 0.688 suggests that employees are generally satisfied with their work/social life balance, with a notable level of agreement that they have adequate time for personal and family activities and are not overburdened by work outside of office hours.

**Table 4.6:** Mean and Standard Deviation of Job Security

Job Security	$\bar{x}$	S.D.	Level
Your workplace is clean and organized, with adequate lighting. There is no noise while working, creating a good environment for work.	4.33	.517	Strongly agree
The agency has a sufficient supply of office tools, materials, and equipment that are in good condition, ready to use, appropriate for the job, and modern.	4.48	.545	Strongly agree
The agency has an effective security system in place to protect its officers' lives and property.	4.38	.537	Strongly agree
Overall, you are satisfied with the job security.	4.54	.530	Strongly agree
Overall	4.43	.532	Strongly agree

Table 4.6 presents the mean and standard deviation of various aspects of Job Security among employees. The results show that employees strongly agree that their workplace is clean, organized, and conducive to work, with adequate lighting and no noise (Mean = 4.33, S.D. = 0.517). They also strongly agree that the agency provides sufficient and modern office tools, materials, and equipment (Mean = 4.48, S.D. = 0.545). Additionally, employees strongly agree that the agency has an effective security system to protect the lives and property of its officers (Mean = 4.38, S.D. = 0.537). Overall, employees express strong satisfaction with their job security (Mean = 4.54, S.D. = 0.530). The overall mean score of 4.43 with S.D. equal to 0.532 indicates a high level of agreement among employees regarding the adequacy and effectiveness of job security measures in their workplace.

**Table 4.7:** Mean and Standard Deviation of Competency Development

Competency Development	$\bar{x}$	S.D.	Level
Try to perform your duties correctly and work based on the goals of the responsible unit.	4.52	.555	Strongly agree
Ensure your work performance is consistent with the standards or goals of your job to achieve good results.	4.51	.560	Strongly agree
Monitor and evaluate your work by comparing it to the standards.	4.39	.567	Strongly agree
Overall, you are satisfied with your competency development	4.43	.565	Strongly agree
Overall	4.46	.562	Strongly agree

Table 4.7 presents the mean and standard deviation of various aspects of Competency Development among employees. The results show that employees strongly agree that they try to perform their duties correctly and work based on the goals of their responsible unit (Mean = 4.52, S.D. = 0.555). They also strongly agree that their work performance is consistent with job standards or goals to achieve good results (Mean = 4.51, S.D. = 0.560). Employees also strongly agree that they monitor and evaluate their work by comparing it to standards (Mean = 4.39, S.D. = 0.567). Overall, employees express strong satisfaction with their competency development (Mean = 4.43, S.D. = 0.565). The overall mean score of 4.46 with S.D. equal to 0.562 indicates a high level of agreement among employees that they are engaged in and satisfied with their competency development efforts, aligning their performance with organizational goals and standards.

### 4.3 Level of Technological Factors

The following are findings from a study on the technological factors which includes computer skill, attitude towards technology usage, and physical environment by mean and standard deviation, the opinion level can be summarized as follows.

**Table 4.8:** Mean and Standard Deviation of Technological Factors

Technological Factors	$\bar{x}$	S.D.	Level
1. Computer Skill	4.51	.366	Strongly Agree
2. Attitude Towards Technology Usage	4.49	.361	Strongly Agree
3. Physical Environment	4.46	.361	Strongly Agree
4. Executive Environment	4.37	.421	Strongly Agree
5. Collaborative Environment	4.40	.358	Strongly Agree
Overall	4.45	.373	Strongly Agree

Table 4.8 presents the mean and standard deviation of various Technological Factors among employees. The results indicate that employees strongly agree with their proficiency in Computer Skills (Mean = 4.51, S.D. = 0.366) and have a positive Attitude Towards Technology Usage (Mean = 4.49, S.D. = 0.361). They also strongly agree that the Physical Environment is conducive to technology use (Mean = 4.46, S.D. = 0.361) and that the Executive Environment supports technological initiatives (Mean = 4.37, S.D. = 0.421). Furthermore, employees strongly agree that the Collaborative Environment is effective for technological integration (Mean = 4.40, S.D. = 0.358). The overall mean score of 4.45 with S.D. equal to 0.373 indicates a strong consensus among employees that technological factors are highly favorable in their workplace, reflecting robust skills, positive attitudes, and supportive environments for technology use.

From the above overview, the researcher presented the results of the analysis of the technological factors in the commercial bank by dividing it into various areas, which are as follows.

**Table 4.9:** Mean and Standard Deviation of Computer Skill

Computer Skill	$\bar{x}$	S.D.	Level
You are knowledgeable about technology and computer-related skills, enabling you to make things work very well.	4.54	.530	Strongly Agree
Your organization provides technological support and training in computer use.	4.52	.564	Strongly Agree
You can solve technological problems correctly.	4.47	.541	Strongly Agree
Overall, you are satisfied with your computer skills.	4.50	.531	Strongly Agree
Overall	4.51	.542	Strongly Agree

Table 4.9 presents the mean and standard deviation of various aspects of Computer Skill among employees. The results indicate that employees strongly agree that they are knowledgeable about technology and computer-related skills, enabling them to perform effectively (Mean = 4.54, S.D. = 0.530). They also strongly agree that their organization provides adequate technological support and training in computer use (Mean = 4.52, S.D. = 0.564). Employees feel confident in their ability to solve technological problems correctly (Mean = 4.47, S.D. = 0.541) and are overall satisfied with their computer skills (Mean = 4.50, S.D. = 0.531). The overall mean score of 4.51 with S.D. equal to 0.542 indicates a strong overall agreement among employees that they possess high computer skills, receive adequate support and training from their organization, and are satisfied with their technological competencies.

**Table 4.10:** Mean and Standard Deviation of Attitude Towards Technology Usage

Attitude Towards Technology Usage	$\bar{x}$	S.D.	Level
Your organization has established an information system that is modern and reliable.	4.43	.531	Strongly Agree
Your organization utilizes technology that allows the work to become more international.	4.53	.530	Strongly Agree
Your organization understands that information systems reduce the complexity of the job.	4.50	.560	Strongly Agree
Overall, you are satisfied with the use of information technology.	4.50	.516	Strongly Agree
Overall	4.49	.534	Strongly Agree

Table 4.10 presents the mean and standard deviation of various aspects of Attitude Towards Technology Usage among employees. The results indicate that employees strongly agree that their bank has established a modern and reliable information system (Mean = 4.43, S.D. = 0.531). They also strongly agree that their bank utilizes technology to enhance the international scope of their work (Mean = 4.53, S.D. = 0.530) and understands that information systems reduce job complexity (Mean = 4.50, S.D. = 0.560). Employees express strong overall satisfaction with the use of information technology in their organization (Mean = 4.50, S.D. = 0.516). The overall mean score of 4.49 with S.D. equal to 0.534 indicates a high level of agreement among employees that their attitude towards technology usage is very positive, reflecting confidence in the bank's modern, effective, and supportive technological environment.

**Table 4.11:** Mean and Standard Deviation of Physical Environment

Physical Environment	$\bar{x}$	S.D.	Level
You are confident that your job is stable.	4.47	.568	Strongly Agree
You trust your bank's safety measures.	4.48	.545	Strongly Agree
You are satisfied with your bank's facilities.	4.46	.572	Strongly Agree
Overall, you are satisfied with the cleanliness and beauty of the physical environment.	4.41	.543	Strongly Agree
Overall	4.46	.557	Strongly Agree

Table 4.11 presents the mean and standard deviation of various aspects of the Physical Environment among employees. The results indicate that employees strongly agree that they are confident in the stability of their job (mean = 4.47, S.D. = 0.568). They also strongly agree that they trust their bank's safety measures (mean = 4.48, S.D. = 0.545) and are satisfied with the bank's facilities (mean = 4.46, S.D. = 0.572). Additionally, employees are strongly satisfied with the cleanliness and beauty of the physical environment (mean = 4.41, S.D. = 0.543). The overall mean score of 4.46 with S.D. equal to 0.557 reflects a strong consensus among employees that they are highly satisfied with various aspects of their physical working environment, indicating a positive perception of job stability, safety measures, facilities, and overall workplace aesthetics.

**Table 4.12:** Mean and Standard Deviation of Executive Environment

Executive Environment	$\bar{x}$	S.D.	Level
You are satisfied with the bank's policies and working guidelines.	4.29	.556	Strongly Agree
You can consult your supervisor when problems arise at work.	4.38	.574	Strongly Agree

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

**Table 4.12:** (Cont.)

Executive Environment	$\bar{x}$	S.D.	Level
Supervisors are neutral; they give you opportunities to explain.	4.39	.619	Strongly Agree
Overall, you are satisfied with the executive environment.	4.44	.579	Strongly Agree
Overall	4.38	.582	Strongly Agree

Table 4.12 presents a comprehensive view of employee perceptions regarding the executive environment at the bank, detailing mean scores and standard deviations across several key aspects. The findings reveal a uniformly positive sentiment among employees towards various facets of their workplace interactions and managerial support. Employees strongly agree that they are satisfied with the bank's policies and working guidelines (Mean = 4.29, S.D. = 0.556), indicating robust endorsement of organizational rules. They also express high confidence in consulting their supervisors when issues arise (Mean = 4.38, S.D. = 0.574), underscoring a trusting and accessible supervisory relationship. Furthermore, employees perceive supervisors as fair and supportive, given opportunities to explain themselves (Mean = 4.39, S.D. = 0.619), reflecting positive perceptions of managerial fairness. The overall mean score for satisfaction with the executive environment is notably high at 4.44 with S.D. equal to 0.579, emphasizing widespread contentment among employees. With an overall mean score of 4.38 with S.D. equal to 0.582 across all questions, the data indicate a consistent and favorable perception of the executive environment, marked by cohesive satisfaction and minimal variability in responses. These findings underscore a supportive organizational climate where policies, supervisory relationships, and overall workplace satisfaction are highly valued by employees.

**Table 4.13:** Mean and Standard Deviation of Collaborative Environment

Collaborative Environment	$\bar{x}$	S.D.	Level
You are happy with living together in your organization.	4.31	.508	Strongly Agree
You are satisfied with how your coworkers interact with each other in your organization.	4.35	.504	Strongly Agree
You are satisfied with the distribution of work in your organization.	4.40	.565	Strongly Agree
Overall, you are satisfied with the collaborative environment.	4.52	.559	Strongly Agree
Overall	4.40	.534	Strongly Agree

Table 4.13 summarizes employee perceptions of the collaborative environment within their organization, highlighting positive sentiments across key dimensions. Employees strongly agree that they are happy with living together in the organization (Mean = 4.31, S.D. = 0.508), indicating a cohesive and supportive workplace atmosphere. They also express high satisfaction with how coworkers interact with each other (Mean = 4.35, S.D. = 0.504), emphasizing harmonious relationships and effective teamwork. Additionally, employees report satisfaction with the distribution of work (Mean = 4.40, S.D. = 0.565), suggesting perceived fairness and efficiency in workload allocation. The overall mean score for satisfaction with the collaborative environment is notably high at 4.52 with S.D. equal to 0.559, reflecting a robust endorsement of teamwork and collaborative dynamics within the organization. With an overall mean of 4.40 with S.D. equal to 0.534 across all questions, the data indicate consistent positive perceptions among employees regarding their collaborative work environment.

#### 4.4 Level of Workplace Happiness

The following are findings from a study on the workplace happiness which includes happy body, happy heart, happy society, happy relax, happy brain, happy soul, happy money, and happy family by mean and standard deviation, the opinion level can be summarized as follows.

**Table 4.14:** Mean and Standard Deviation of Workplace Happiness

Workplace Happiness	$\bar{x}$	S.D.	Level
1. Happy Body	4.33	.502	Strongly Agree
2. Happy Heart	4.44	.377	Strongly Agree
3. Happy Society	4.34	.446	Strongly Agree
4. Happy Relax	4.08	.508	Agree
5. Happy Brain	4.46	.367	Strongly Agree
6. Happy Soul	4.28	.400	Strongly Agree
7. Happy Money	4.36	.377	Strongly Agree
8. Happy Family	4.38	.407	Strongly Agree
Overall	4.33	.423	Strongly Agree

Table 4.14 shows the results of the opinion level of workplace happiness across various dimensions, with mean scores ranging from 4.08 to 4.46. Most dimensions, including Happy Body, Happy Heart, Happy Society, Happy Brain, Happy Soul, Happy Money, and Happy Family, have mean scores that fall within the "Strongly Agree" range, indicating a strong positive perception of these aspects among respondents. The dimension "Happy Relax" has a slightly lower mean score of 4.08, corresponding to "Agree," suggesting that while employees are generally happy with their relaxation opportunities at work. Overall, the high mean score of 4.33 with a standard deviation of 0.423 indicates consistent and strong agreement with statements related to workplace happiness.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

**Table 4.15:** Mean and Standard Deviation of Happy Body

Happy Body	$\bar{x}$	S.D.	Level
You choose to eat nutritious foods regularly.	4.38	.650	Strongly Agree
You exercise frequently.	4.24	.713	Strongly Agree
You consider yourself to be in good health.	4.36	.656	Strongly Agree
The nature of your work does not negatively impact your health.	4.32	.860	Strongly Agree
You have enough time to sleep every day.	4.34	.712	Strongly Agree
Overall	4.33	.718	Strongly Agree

Table 4.15 provides insights into the respondents' perceptions of their physical health and habits, with the mean scores indicating a strong agreement across all items. Specifically, the statement "You choose to eat nutritious foods regularly" has a mean (Mean = 4.38; S.D. = 0.650), suggesting consistent strong agreement. Similarly, "You exercise frequently" has a mean (Mean = 4.24; S.D. = 0.713). Respondents also strongly agree that they "consider themselves to be in good health," with a mean (Mean = 4.36; S.D. = 0.656). The impact of work on health is perceived slightly more variably but still strongly, with a mean (Mean = 4.32; S.D. = 0.860). Finally, the statement "You have enough time to sleep every day" has a mean (Mean = 4.34; S.D. = 0.712). Overall, the composite mean (Mean = 4.33; S.D. = 0.718) reinforces the strong agreement on maintaining a healthy body among the respondents.

**Table 4.16:** Mean and Standard Deviation of Happy Heart

Happy Heart	$\bar{x}$	S.D.	Level
You frequently assist others when you have the opportunity.	4.41	.597	Strongly Agree

**Table 4.16:** (Cont.)

Happy Heart	$\bar{x}$	S.D.	Level
You enjoy assisting others when they face problems.	4.37	.550	Strongly Agree
You believe that employees in the organization have family-like relationships.	4.48	.535	Strongly Agree
You can adjust to your coworkers and others.	4.45	.581	Strongly Agree
You frequently receive help from others.	4.47	.573	Strongly Agree
Overall	4.44	.567	Strongly Agree

Table 4.16 provides insights into respondents' perceptions of their social interactions and support within their organization, with mean scores indicating a strong agreement across all items. Specifically, the statement "You frequently assist others when you have the opportunity" has a mean (Mean = 4.41; S.D. = 0.597), suggesting consistent strong agreement. Similarly, "You enjoy assisting others when they face problems" has a mean (Mean = 4.37; S.D. = 0.550). Respondents also strongly agree with the statement "You believe that employees in the organization have family-like relationships," which has the highest mean (Mean = 4.48; S.D. = 0.535). The ability to adjust to coworkers and others is also perceived positively, with a mean (Mean = 4.45; S.D. = 0.581). Finally, "You frequently receive help from others" has a mean (Mean = 4.47; S.D. = 0.573). Overall, the composite mean (Mean = 4.44; S.D. = 0.567) indicates a strong consensus among respondents about the positive social environment and mutual support within the organization.

**Table 4.17:** Mean and Standard Deviation of Happy Society

Happy Society	$\bar{x}$	S.D.	Level
You have never had a serious disagreement with any of your coworkers.	4.06	.855	Agree
You and your colleague have good teamwork.	4.35	.554	Strongly Agree
Colleagues are sincere with you.	4.46	.581	Strongly Agree
You feel safe and peaceful in the society and nearby communities where you work.	4.42	.616	Strongly Agree
You contribute to social development by making nearby areas more livable.	4.40	.609	Strongly Agree
Overall	4.34	.512	Strongly Agree

Table 4.17 provides perceptions of a "Happy Society" based on responses to various statements. Respondents generally agree that they have not experienced serious disagreements with coworkers (Mean = 4.06, S.D. = 0.855). Strong agreement is expressed regarding good teamwork (Mean = 4.35, S.D. = 0.554), sincerity among colleagues (Mean = 4.46, S.D. = 0.581), feeling safe and peaceful in their surroundings (Mean = 4.42, S.D. = 0.616), and contributing to social development (Mean = 4.40, S.D. = 0.609). Overall, respondents strongly agree (Mean = 4.34, S.D. = 0.512) with these statements, indicating a consistent positive perception of a happy society characterized by effective teamwork, trust among colleagues, safety, and community contribution.

**Table 4.18:** Mean and Standard Deviation of Happy Relax

Happy Relax	$\bar{x}$	S.D.	Level
You have sufficient time to relax after work.	3.96	.676	Agree

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

**Table 4.18:** (Cont.)

Happy Relax	$\bar{x}$	S.D.	Level
You think your workplace has appropriate places to relax or unwind.	4.10	.721	Agree
You always spend your free time doing things you enjoy when you have the chance.	4.18	.645	Agree
You often have time to socialize with your coworkers.	4.19	.725	Agree
You often do not feel stressed at work.	3.98	1.083	Agree
Overall	4.08	0.77	Agree

Table 4.18 provides insights into "Happy Relax," revealing respondents' perspectives on relaxation and stress management within their work environment. On average, respondents agree that they have sufficient time to relax after work (Mean = 3.96, S.D. = 0.676) and perceive their workplace as having appropriate places to unwind (Mean = 4.10, S.D. = 0.721). They consistently spend their free time doing activities they enjoy (Mean = 4.18, S.D. = 0.645) and often have opportunities to socialize with coworkers (Mean = 4.19, S.D. = 0.725). Furthermore, they frequently report not feeling stressed at work (Mean = 3.98, S.D. = 1.083). Overall, respondents hold positive views (Mean = 4.08, S.D. = 0.77) regarding these aspects of relaxation and stress management in their work environment, although perceptions of stress levels show greater variability. These findings indicate a generally favorable perception of their ability to relax and manage stress while at work.

**Table 4.19:** Mean and Standard Deviation of Happy Brain

Happy Brain	$\bar{x}$	S.D.	Level
You always like to study and learn more.	4.41	.565	Strongly Agree

**Table 4.19:** (Cont.)

Happy Brain	$\bar{x}$	S.D.	Level
You believe that continuing your education at a higher level will lead to better job opportunities.	4.49	.555	Strongly Agree
You are frequently interested in studying and gaining additional knowledge to advance in your career.	4.48	.550	Strongly Agree
You are constantly looking for new information to improve your work.	4.44	.557	Strongly Agree
You learn more about your job from your supervisor and coworkers.	4.47	.581	Strongly Agree
Overall	4.46	.562	Strongly Agree

Table 4.19 presents insights into respondents' attitudes towards learning and career advancement. Across various statements, respondents consistently express strong agreement regarding their enthusiasm for learning and continuous education. They strongly endorse enjoying studying and acquiring new knowledge (Mean = 4.41, S.D. = 0.565), believing that higher education improves job opportunities (Mean = 4.49, S.D. = 0.555), and frequently being interested in gaining knowledge for career advancement (Mean = 4.48, S.D. = 0.550). Additionally, they indicate a proactive approach to seeking new information to enhance their work (Mean = 4.44, S.D. = 0.557) and acknowledge learning significantly from supervisors and coworkers (mean = 4.47, S.D. = 0.581). Overall, respondents maintain a strongly positive outlook (Mean = 4.46, S.D. = 0.562) towards continuous learning and its role in personal and professional development. The variability in standard deviations across these statements suggests differing levels of consistency in these attitudes among respondents, but overall, the data underscores a prevailing commitment to ongoing learning and its benefits in the workplace.

**Table 4.20:** Mean and Standard Deviation of Happy Soul

Happy Soul	$\bar{x}$	S.D.	Level
You practice Dhamma, always make merit, and pray to keep your mind at peace.	4.01	.714	Agree
You have a high level of concentration when working on multiple tasks.	4.26	.611	Strongly Agree
You believe your life is mentally peaceful.	4.33	.606	Strongly Agree
When confronted with a conflict, you can maintain emotional control.	4.39	.553	Strongly Agree
You always take responsibility and apologize for your mistakes.	4.43	.560	Strongly Agree
Overall	4.28	.601	Strongly Agree

Table 4.20 presents data on "Happy Soul," capturing respondents' perceptions related to spiritual and emotional well-being. On average, respondents agree (Mean = 4.01, S.D. = 0.714) that practicing Dhamma, making merit, and praying contribute to keeping their minds at peace. They strongly agree that they have a high level of concentration when working on multiple tasks (Mean = 4.26, S.D. = 0.611), believe their lives are mentally peaceful (Mean = 4.33, S.D. = 0.606), and can maintain emotional control in conflicts (Mean = 4.39, S.D. = 0.553). Furthermore, they strongly agree that they always take responsibility and apologize for their mistakes (Mean = 4.43, S.D. = 0.560). Overall, respondents hold a strongly positive perception (Mean = 4.28, S.D. = 0.601) of their spiritual and emotional well-being, reflecting consistent beliefs in maintaining peace of mind through spiritual practices and demonstrating emotional maturity in interpersonal interactions. The moderate standard deviations indicate a generally uniform consensus among respondents regarding these aspects of a "Happy Soul."

**Table 4.21:** Mean and Standard Deviation of Happy Money

Happy Money	$\bar{x}$	S.D.	Level
You save money each month.	4.22	.584	Strongly Agree
You bring experience with financial and savings training for use in everyday life.	4.38	.557	Strongly Agree
Your salary is sufficient to meet your various expenses.	4.31	.590	Strongly Agree
You think planning how to spend money is a good idea.	4.43	.565	Strongly Agree
If you have debt, you think you can pay the debt in installments as scheduled each time.	4.44	.547	Strongly Agree
Overall	4.36	.569	Strongly Agree

Table 4.21 provides insights into respondents' attitudes and behaviors related to financial management. On average, respondents strongly agree with statements indicating positive financial habits and beliefs. They consistently save money each month (Mean = 4.22, S.D. = 0.584), possess experience and training in financial and savings practices for everyday life (Mean = 4.38, S.D. = 0.557), and believe their salary is sufficient to cover various expenses (Mean = 4.31, S.D. = 0.590). Furthermore, they strongly endorse the idea of planning how to spend money (Mean = 4.43, S.D. = 0.565) and express confidence in their ability to repay debts in installments as scheduled (mean = 4.44, S.D. = 0.547). Overall, respondents hold a strongly positive perception (Mean = 4.36, S.D. = 0.569) towards their financial management practices, reflecting consistent beliefs and behaviors that contribute to financial well-being. The moderate standard deviations suggest a relatively uniform agreement among respondents regarding these aspects of "Happy Money."

**Table 4.22:** Mean and Standard Deviation of Happy Family

Happy Family	$\bar{x}$	S.D.	Level
You always have time to do activities with your family.	4.09	.679	Agree
You always feel warm and safe when you are with your family.	4.38	.556	Strongly Agree
Your family is always encouraging you to work.	4.45	.581	Strongly Agree
Your family always participates in driving your work.	4.45	.581	Strongly Agree
Your family is an important part of your success.	4.50	.582	Strongly Agree
Overall	4.37	.596	Strongly Agree

Table 4.22 reveals respondents' perceptions and experiences related to familial support and dynamics. On average, respondents agree (Mean = 4.09, S.D. = 0.679) that they always have time to engage in activities with their family, indicating a positive balance between work and family life. They strongly agree that they feel warm and safe when with their family (Mean = 4.38, S.D. = 0.556), highlighting a supportive and nurturing environment. Additionally, respondents strongly agree that their family encourages their work (Mean = 4.45, S.D. = 0.581) and actively participates in supporting their professional endeavors (Mean = 4.45, S.D. = 0.581). Moreover, they view their family as a significant contributor to their success (Mean = 4.50, S.D. = 0.582), underscoring the importance of familial relationships in their personal and professional achievements. Overall, respondents hold a strongly positive perception (Mean = 4.37, S.D. = 0.596) regarding the role and impact of their family, emphasizing a supportive and integral aspect of their lives that contributes positively to their overall well-being and success.

## 4.5 Hypothesis Testing

**Table 4.23:** Regression Analysis of the Quality of Working Life and Workplace Happiness

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	Collinearity Statistic	
Constant	1.586	.163		9.709	<.001*		
Quality of Work	.074	.031	.102	2.402	.017*	.734	1.363
Health and Wellbeing	.122	.023	.239	5.365	<.001*	.668	1.498
Work/ Social life Balance	.171	.026	.295	6.612	<.001*	.666	1.502
Job Security	.117	.031	.154	3.837	<.001*	.819	1.220
Competency Development	.152	.031	.206	4.954	<.001*	.769	1.300
R = .706		Adjusted R square = .491					
R square = .498		Durbin-Watson = 1.581					

\*P value  $\leq 0.01$

The regression analysis in Table 4.23 explores the relationship between various aspects of quality of working life and workplace happiness. The model reveals several significant findings: Quality of Work ( $\beta = 0.102$ ,  $p = 0.017$ ), Health and Wellbeing ( $\beta = 0.239$ ,  $p < 0.001$ ), Work/Social Life Balance ( $\beta = 0.295$ ,  $p < 0.001$ ), Job Security ( $\beta = 0.154$ ,  $p < 0.001$ ), and Competency Development ( $\beta = 0.206$ ,  $p < 0.001$ ) all positively influence workplace happiness. These coefficients indicate the strength and direction of each factor's impact on happiness, with higher standardized coefficients suggesting stronger associations. The overall model is significant (Adjusted  $R^2 = 0.491$ ,  $p < 0.001$ ), indicating that 49.1% of the variance in workplace happiness can be explained by these factors collectively. The analysis also shows that the model fits the data well ( $R^2 = 0.498$ ) and exhibits low collinearity, as indicated by tolerances above

0.6 and VIF values below 1.5. This comprehensive analysis underscores the critical role of various aspects of working life quality in fostering a happier workplace environment.

**Table 4.24:** Regression Analysis of the Technological Factors and Workplace Happiness

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	Collinearity Statistic	
	B	Standard Error				Tolerance	VIF
Constant	1.033	.180		5.727	<.001		
Computer Skill	.113	.034	.143	3.296	.001	.716	1.397
Attitude Towards Technology Usage	.115	.034	.142	3.395	<.001	.765	1.307
Physical Environment	.207	.036	.256	5.665	<.001	.655	1.527
Executive Environment	.169	.032	.244	5.354	<.001	.645	1.550
Collaborative Environment	.140	.036	.172	3.861	<.001	.674	1.483

R = .702

Adjusted R square = .486

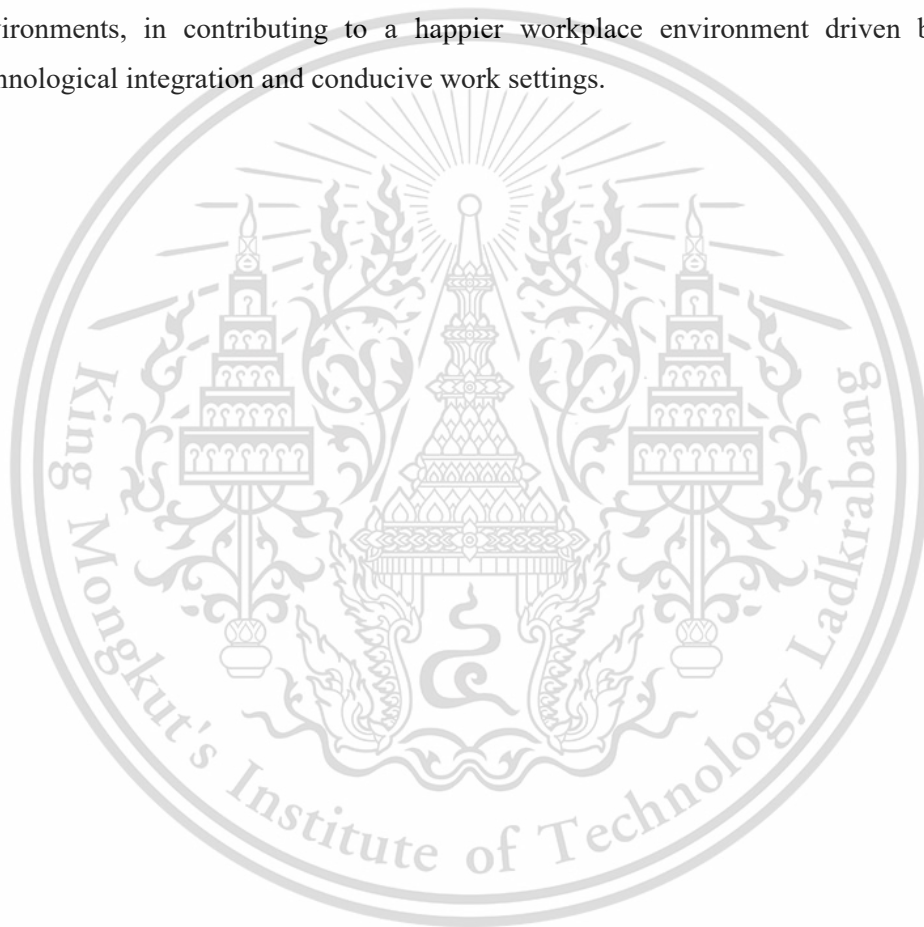
R square = .493

Durbin-Watson = 1.419

\*P value  $\leq$  0.01

Table 4.24 presents a regression analysis examining the relationship between technological factors and workplace happiness. The results indicate that Computer Skill ( $\beta = 0.143$ ,  $p = 0.001$ ), Attitude Towards Technology Usage ( $\beta = 0.142$ ,  $p < 0.001$ ), Physical Environment ( $\beta = 0.256$ ,  $p < 0.001$ ), Executive Environment ( $\beta = 0.244$ ,  $p < 0.001$ ), and

Collaborative Environment ( $\beta = 0.172$ ,  $p < 0.001$ ) all have significant positive effects on workplace happiness. These standardized coefficients denote the strength and direction of influence, with higher values indicating stronger associations. The overall model is statistically significant (Adjusted  $R^2 = 0.486$ ,  $p < 0.001$ ), suggesting that 48.6% of the variance in workplace happiness can be explained by these technological factors collectively. The model's goodness-of-fit is also supported by the adjusted and unadjusted R-squared values (Adjusted  $R^2 = 0.486$ ,  $R^2 = 0.493$ ) and a Durbin-Watson statistic close to 2 (1.419), indicating minimal autocorrelation. The analysis underscores the importance of technological factors, including skills, attitudes towards technology usage, and the physical, executive, and collaborative environments, in contributing to a happier workplace environment driven by effective technological integration and conducive work settings.



## CHAPTER 5

# CONCLUSION AND DISCUSSION

This research aims to study the factors affecting workplace happiness of employees in commercial banks. This is a survey research involving 385 employees of commercial banks. Data were collected using questionnaires, and the sampling approach employed was convenience sampling. The framework comprises three independent variables. This chapter summarizes the main findings from the research, along with the discussion, implications, and recommendations of this study.

### 5.1 Conclusion

#### 5.1.1 Demographic Information of the Commercial Bank Employees

In terms of gender distribution, the study revealed the demographic information of the commercial bank employees. It consisted of 189 (49.1%) male and 196 (50.9%) female participants, indicating gender parity. The majority were from the age group of less than 30 years, comprising 140 (36.4%), followed closely by those aged 30-40 years, comprising 132 (34.3%). Furthermore, most participants held positions at the operational level, accounting for 200 (51.9%).

#### 5.1.2 Level of Influencing Factors

Investigating the factors that influence workplace happiness among employees in banks:

Competency Development, with a mean of 4.46, indicates that respondents perform tasks correctly and efficiently to achieve good results. They evaluate their work to meet objectives.

Quality of Work and Job Security, with a mean of 4.43, emphasizes the workplace's adequacy in terms of lighting, cleanliness, organization, and functionality of office tools and equipment. It also assures a security system is in place.

Work/Social Life Balance, with a mean of 4.20, demonstrates the capability to enjoy personal and family time while balancing work and social relationships effectively.

Health and Well-being, with a mean of 4.12, highlights awareness of health and mental issues that could affect work performance. The organization conducts health-promoting activities, annual health checks, and evaluates efforts.

In summary, the mean scores indicate which factors have the most influence, with emphasis on Quality of Work, Job Security, and Competency Development, reflecting in employees' work behaviors.

Computer Skills, with a mean score of 4.51, indicates proficiency in technology. These skills are highly beneficial, supported by available technology assistance for resolving technical issues effectively.

Attitude Towards Technology Usage, with a mean score of 4.49, reflects the organization's adoption of a modern, reliable information system with international technology standards.

Physical Environment, with a mean score of 4.46, ensures respondents feel secure and comfortable at work, with well-maintained facilities and a clean, attractive workplace.

Collaborative Environment, with an overall mean of 4.40, promotes positive coworker relationships and satisfaction in shared activities, fostering a supportive work culture.

Executive Environment, with a mean score of 4.37, underscores leadership's role in setting workplace policies, fostering relationships, and transmitting happiness throughout the organization.

In summary, these mean scores indicate the factors with the highest level of influence, emphasizing Computer Skills in leveraging technology to support bank employees, manage technological changes effectively, and foster a positive work environment.

### **5.1.3 Level Workplace Happiness**

Workplace happiness among employees in commercial banks demonstrates that there are several factors that contribute to bank employees happiness. Consider having a happy body and a happy society. Bank employees show happy heart. Knowing how to share is necessary when being with other people. This is evident from a mean score of 4.44. Furthermore, bank employees seek additional knowledge, to develop yourself and increase their knowledge. This is reflected in a mean score of 4.46 for the statement "To be happy, one must first be

This material is reserved for educational use only, not allowed for commercial use.

successful.” People who are committed to working hard but fail to seek happiness along the way. In fact, we can pursue happiness while striving for success. It is true that money can be exchanged for things. In order to enhance living conditions. There are other aspects of life that can bring happiness. Without having to rely on the power of money, as a happy family with an average score of 4.38 for understanding how to use money. It emphasizes that earning money is not the only source of happiness. However, there were other successes that have nothing to do with money, like being a giver.

Other considerations, such as a happy society (mean score 4.34), indicate that bank employees value society both at work and outside of work. By emphasizing generosity toward the community in which one lives. In order to create a good society and environment, bank employees must have good physical and mental health (mean score 4.33), which demonstrates that they know how to live, eat, sleep and be happy.

To summarize, the overall mean score of 4.33 was accompanied by a consistent “highest” interpretation across statements. It indicates that happy employees are not only kind-hearted. However, there is also the pursuit of knowledge. Knowing how to spend money and good family.

The findings indicate that both quality of work life and technological factors have significant positive effects on workplace happiness. Employees who perceive higher levels of quality in their work life and experience advancements in technology tend to report greater levels of happiness in the workplace. These results underscore the importance of prioritizing factors that enhance the quality of work life and promote technological advancements within organizations to foster a happier workforce. The implications of this study suggest that organizations should invest in strategies aimed at improving work conditions, promoting work-life balance, and integrating technological innovations to enhance overall employee happiness and well-being. By doing so, organizations can not only increase employee satisfaction and productivity but also create a positive and conducive work environment conducive to long-term success. Future research could explore additional factors influencing workplace happiness and investigate interventions aimed at further improving employee well-being in various organizational contexts.

#### **5.1.4 Hypothesis Testing**

A regression analysis of the factors affecting workplace happiness of employees in the commercial bank reveals information about two independent variables: work-life quality and technological factors. This demonstrates the factors that encourage employees to work happily. This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

A positive coefficient for each variable indicates a positive relationship. It demonstrates the level of satisfaction with the quality of working life and technological factors. This means that employees prioritize quality of work, health and wellbeing, work/ social life balance, job security, competency development, which affects the happiness of the body, mind, work, coworkers and assigned tasks. Including technological challenges that computer skill, attitude towards technology usage, physical environment, executive environment, collaborative environment will benefit the bank, access, and the environment within the agency.

R-square values of 0.498 and 0.493 indicate approximately 49.8% of the variance in quality of working life and 49.3% of the variance in technological factors, respectively. The independent variables included can help to explain it. This explanation emphasizes the importance of happiness in the workplace.

According to the beta value, the factors that have the greatest impact are influence on quality of working life and technological factors. The influence of work/ social balance with the physical environment is considered a leading factor, followed by health and well-being with management. As a result, bank employees may prioritize strategies that align with their level of life satisfaction. Technology and emphasis on allocating time in life to increase work-related happiness.

## **5.2 Discussion**

### **5.2.1 Level of Quality of Working Life**

The results from Table 4.2 indicate that the quality of working life is strongly agreed upon, with an average score of 4.33 and a consistently moderate standard deviation of 0.486. Both quality of work and job security also received an average score of 4.33, indicating a high level. Table 4.35 further suggests that quality of working life, particularly work/social life balance, has the highest beta coefficient of 0.295, followed by health and wellbeing with a beta coefficient of 0.239. Additionally, other factors contribute to the overall understanding of the quality of working life.

### **5.2.2 Level of Technological Factors**

The results from Table 4.8 indicate that technology is strongly agreed upon, with an average score of 4.45 and a consistently low standard deviation of 0.373. Computer skills

This material is reserved for educational use only, not allowed for commercial use.

received the highest average score of 4.51. Table 4.36 reveals that technology has the highest beta coefficient of 0.256, followed by the work environment with a beta coefficient of 0.244. Other factors also contribute to the overall understanding of technology.

### 5.2.3 Hypothesis testing

The discussion of this research highlights significant findings regarding the relationships between quality of work life, technological factors, and workplace happiness among employees, supported by relevant literature. The positive relationship between quality of work life and workplace happiness is consistent with numerous studies emphasizing the importance of work conditions, job satisfaction, and work-life balance in fostering employee well-being (Akter et al., 2018; Alabduljader, 2022; Hammond et al., 2023). Employees who perceive their work environment as supportive, rewarding, and conducive to personal and professional growth are more likely to experience higher levels of happiness at work (Soythong, 2023). This underscores the significance of organizational initiatives aimed at improving work conditions, promoting employee engagement, and providing opportunities for growth and development (Abebe & Assemie, 2023).

The positive influence of technological factors on workplace happiness is also supported by existing literature highlighting the importance of technological advancements in shaping modern work environments (Penpoin, 2023; Cochran, 1977). Employees who have access to advanced technology, tools, and resources may experience increased efficiency, effectiveness, and job satisfaction (Bencsik & Juhasz, 2023). Furthermore, technology can facilitate communication, collaboration, and innovation, leading to a more dynamic and engaging work environment (Winter, 2009). Organizations that prioritize technological investments and digital transformation initiatives are better positioned to enhance employee happiness and adapt to evolving workplace trends (Al-Taie, 2023).

Moreover, the combined effects of quality of work life and technological factors suggest that organizations need to adopt a holistic approach to promoting workplace happiness. By addressing both the human and technological aspects of work, organizations can create a positive work culture that values employee well-being, fosters innovation, and drives organizational success (Misra and Srivastava, 2022).

### 5.3 Limitation

This study has several limitations that must be acknowledged. Firstly, the cross-sectional design restricts the ability to establish causal relationships between variables. Future longitudinal studies are needed to provide deeper insights into the long-term effects of quality of work life and technological factors on workplace happiness. Additionally, reliance on self-reported measures may introduce response biases and subjectivity, which necessitates caution when interpreting the results. In conclusion, while this study enhances our understanding of the factors influencing workplace happiness, it underscores the importance of both quality of work life and technological factors in shaping employee well-being. Recognizing the significance of these aspects, organizations can create a positive and supportive work environment conducive to employee happiness, satisfaction, and productivity.

### 5.4 Future Research

1. **Investigating Additional Factors:** Future studies should explore additional factors such as motivation and remuneration to understand their impact on job satisfaction and technological adaptation among commercial bank employees. The insights gathered can be used to enhance employee happiness and promote workplace diversity.

2. **Broadening the Sample Population:** This study's population was limited to commercial bank employees who provided data at their convenience, resulting in a lack of diversity. Convenience sampling may inadvertently exclude certain demographic subsets. Therefore, future research should target a broader range of groups for comparison studies to better address diverse needs. Additionally, examining populations by province could yield varied and valuable insights specific to different regions.

3. **Employing Diverse Sampling Techniques:** The range of statistical techniques available has expanded, including the use of alternative sampling methods. Employing purposive sampling or other methods beyond the original approach can produce more diverse and robust analytical results. Future research should consider these alternative techniques to obtain a wider array of data.

## REFERENCES

- Abebe A. and Assemie A. (2023). Quality of work life and organizational commitment of the academic staff in Ethiopian universities, *National Library of Medicine*, 9(4), 1-20.
- Aini Afanin N., Sreen Previarzya R., Wicaksono R., Euphrasia Susy (2022). The determinant factors of happiness at work on employees: Meta-analysis study, *American Journal of Multidisciplinary Research & Development*, 04(02), 13-20.
- Akça Y. and Fakioğlu, A. (2020). The factors affecting the motivation of administrative personnel working in public institutions, *International Journal of Innovative Research and Knowledge*, 5(12), 40-49.
- Alabuduljader S.A. (2022). The impact of quality of work-life on reducing occupational burnout among workers, *Polish Journal of Management Studies*, 26(2), 24-41.
- Ariani A.R., Tandiyuk S., & Nural F. R. (2023). The relationship between stress coping strategies and work-life balance among bank employees, *Jurnal Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran*, 9(1), 101-108.
- Ariani et al. (2023). Quality of work life in review of outsourcing, compensation, and quality human resources factor, *International Journal of Business Ecosystem & Strategy*, 5(1), 85-96.
- Arora M., & Mohindru P. (2022). A Study on the concepts of quality of work life: A literature review, *Journal of Pharmaceutical Negative Results*, 13(9), 10474-10480.
- Ashhar V. (2023). Emotional Intelligence and Stress among Bank Employees, *The International Journal of Indian Psychology*, 11(2), 1863-1867.
- Bangkok bank. (2023). *Corporate profile Bangkok bank*. Retrieved August 22, 2023, from <https://www.bangkokbank.com/th-TH/About-Us/Corporate-Profile>

Bangkok post. (2023). *Listed banks post 13% Q1 profit hike*. Retrieved August 22, 2023, from <https://www.bangkokpost.com/business/general/2554541/listed-banks-post-13-q1-profit-hike>

Bank of Thailand. (2023). *Banking sector quarterly brief (Q2 2023)*. Retrieved August 22, 2023, from <https://www.bot.or.th/th/news-and-media/news/news-20230822.html>

Bencsik A. and Juhasz T (2023). Impact of technostress on work-life balance, *Human technology*, 19(1), 41-61.

Brooks, S. K., & Greenberg, N. (2018). Non-deployment factors affecting psychological wellbeing in military personnel: Literature review. *Journal of Mental Health*, 27(1), 80-90.

Cochran, W.G. (1977). *Sampling techniques*. (3rd ed.). New York: John Wiley & Sons.

Chanpeng S., & Pobkeeree V. (2020). Happiness of Staff at a Community Hospital. *The 12<sup>th</sup> NPRU national academic conference* (pp. 188-195). Nakhon Pathom: Nakhon Pathom rajabhat university.

Chaysuwan C. (2021). *The factors affecting happiness of the officers of Khaokhansong subdistrict administrative organization, sriracha district, Chonburi province*. (Master's Independent study), Burapha University, Thailand.

Daugherty P. (2023). *This is the real problem banks face right now (According to branch banking employees)*, Retrieved August 23, 2023, from <https://www.zebra.com/us/en/blog/posts/2023/the-real-problem-banks-face-right-now-according-to-employees.html>

Hammond M., Owusu, O. N., Nunoo, K. E., Boampong G., Osman A., Panin A.,

Nyametso, K. J., & Essen B. (2023). How quality of work-life influence employee job satisfaction in gas processing plant in Ghana., *Discover Sustainability*, 4(10), 1-15.

Janse, B. (2022). *Happiness at work*. Retrieved August 23, 2023, from

<https://www.toolshero.com/human-resources/happiness-at-work>.

Forbidden to modify the content, and cite the document when use.

- Jyoti, J., & Kour, S. (2017). Factors affecting cultural intelligence and its impact on job performance. *Personnel Review*, 46(4), 767-791.
- Krungsri (2023). *Overview Krungsri*. Retrieved November 12, 2023, from <https://www.krungsri.com/th/about-krungsri/about-us/overview/overview>
- Krungthai (2023). *About KTB*. Retrieved November 12, 2023, from <https://krungthai.com/th/about-ktb/history>
- Madhavi AVR, & B. Srinivas Rao (2023). Job stress and its impact on bank employees' performance- A case study of Hyderabad district, *Eur. Chem. Bull*, 12(S3), 5203-5210.
- KBank (2023). Company background KBank. Retrieved November 12, 2023, from <https://www.kasikornbank.com/th/about/information/pages/company-background.aspx>
- Kurniawan, E., Suparno, S., Bandono, A., & Purnomo, J. (2021). The influence of competency factors, career development and motivation on the performance of Nco personnel prospective for the Indonesian navy's Diktukpa students. *Journal Asro-Ssttal-International Journal*, 12(01), 146-152.
- Laar, D. V., Edwards, J. A., Easton, S. (2007). The work-related quality of life (WRQoL) scale for healthcare workers. *Journal of Advanced Nursing*, 60(3), 325-333.
- Master plan for digital economy promotion plan (2018-2023) (2023). *DEPA Thailand*. Retrieved November 12, 2023, from <https://www.depa.or.th/storage/app/media/file/depa-Promotion-Plan-Book61-65.pdf>
- Misra N. & Srivastava S. (2022). Happiness at work: A psychological perspective, *IntechOpen*. Retrieved from DOI: 10.5772/intechopen.108241
- Mochón, F., (2021). Happiness digital technology and social networks, *Springer Link*.
- Shadiqur R. M., (2023). Does internet use make farmers happier? Evidence from Indonesia, *Cogent Social Sciences*, 9(2).

- Morgan McKinley (2023). *The influence of AI in technology on workforce and hiring Dynamics*. Retrieved September 22, 2023, from <https://www.morganmckinley.com/article/influence-ai-in-technology-workforce-and-hiring-dynamics>
- Moyassar Al-Taie (2023) Antecedents of happiness at work: The moderating role of gender, *Cogent Business & Management*, 10(3), 1-19.
- Nayak S. (2023). The Effect of quality of work life and organizational commitment to employee performance: A case study of transportation business in Nakhon Phanom province of Thailand, *Journal of Rai Kaensarn Academy*, 8(5), 415-433.
- Pascal van Dort. (2023, March 21). Happiness at work: Why it matters [Web blog message]. Retrieved August 23, 2023, from [https://www.linkedin.com/pulse/happiness-work-why-matters-pascal-van-dort?trk=public\\_profile\\_article\\_view](https://www.linkedin.com/pulse/happiness-work-why-matters-pascal-van-dort?trk=public_profile_article_view)
- Penpoin (2023, August 14). Technology factor. *What's that? Examples and Impacts to Business*. Retrieved November 10, 2023, from <https://penpoin.com/technological-environment>
- Prakifai, (2020). Crisis and opportunity for bank employees in the digital age. *DEPA Thailand*. Retrieved August 23, 2023, from <https://www.depa.or.th/th/article-view/bank-employees-in-the-digital/>
- Santhosh (2023, October 19). How to improve job satisfaction and increase employee engagement in 2023? Retrieved November 10, 2023, from <https://www.culturemonkey.io/employee-engagement/how-to-improve-job-satisfaction/#what-are-the-5-keys-to-job-satisfaction>
- Sahatorn Petvirojchai. (2021, July 9). Workplace happiness. Retrieved August 23, 2023, from <https://th.hrnote.asia/tips/workplace-happiness-210708/>
- SCB (2023). About us SCB. Retrieved August 23, 2023, from <https://www.scb.co.th/th/about-us.html>
- Stalin F. J., Michael F. C. (2023). *Quality of work life among*

employees: A descriptive study. *Journal of Academia and Industrial Research*, 11(3), 56-59.

Soythong K. (2023). Quality of work life (QWL) and its impact on job performance

(JP) in the power sectors, with special reference to Odisha, *Eur. Chem. Bull.*, 12(3), 408-418.

Tavárez de Henríquez, J. C., & Domínguez Valerio, C. M. (2023). Satisfaction with

the work done in university employees: A study from a developing country. *Administrative Sciences*, 13(10), 221.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## APPENDIX A

### Research Questionnaire

**Topic:** Factors Affecting Workplace Happiness of Employees in Commercial Banks

**Objective:** This questionnaire is intended to collect data related to the quality of working life of participants. Typically, the participants will be those who work for the top five commercial banks with the highest net profits. The questionnaire is divided into four parts:

1. General information (4 questions)
2. Quality of working life (20 questions)
3. Technological factors (20 questions)
4. Workplace happiness of participants (20 questions)

#### Part 1: General information

**Instruction:** Please put the X mark in front of the item that best describes your reality.

1. Gender

Male

Female

2. Age

Less than 30 years

30-40 years old

41-50 years old

50 years or above

3. Position level

Operation level

Management level

Supervisor level

4. Workplace

KBANK

SCB

BBL

BAY

KTB

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## Part 2: Quality of Working Life

### Information and Instructions:

The purpose of this questionnaire is to study your opinions on the quality of working life of participants. Each item has 5 levels of opinion. Put a mark in the box that best describes your situation or opinion with only one answer. There are 20 questions in total. Please fill in the box with an "x" to answer them all. (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

Quality of Working Life	Opinion Level				
	5	4	3	2	1
<b>Quality of Work</b>					
Your work is accurate and complete.					
You achieve work goals without errors or issues later.					
Your work or results can be used to achieve desired outcomes.					
Overall, you are satisfied with the quality of your work.					
<b>Health and well-being</b>					
The workload for which you are responsible does not cause physical or mental health problems such as stress, insomnia, or frequent illness.					
Your organization has a physical location or activities that promote health.					
Your organization conducts annual health screenings for employees, at least once per year.					
Overall, you are satisfied with the state of your health and well-being.					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Quality of Working Life	Opinion Level				
	5	4	3	2	1
<b>Work life-balance / Social life</b>					
You have enough free time to make yourself and your family happy.					
You are not required to work outside of work hours or take work home.					
You participate in other activities of the organization at all times (work of other groups or public work without being the main person in charge).					
Overall, you are satisfied with your work-life balance and social life.					
<b>Job Security</b>					
Your workplace is clean and organized, with adequate lighting. There is no noise while working, creating a good environment for work.					
The agency has a sufficient supply of office tools, materials, and equipment that are in good condition, ready to use, appropriate for the job, and modern.					
The agency has an effective security system in place to protect its officers' lives and property.					
Overall, you are satisfied with the job security.					
<b>Competency Development</b>					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Quality of Working Life	Opinion Level				
	5	4	3	2	1
Try to perform your duties correctly and work based on the goals of the responsible unit.					
Ensure your work performance is consistent with the standards or goals of your job to achieve good results.					
Monitor and evaluate your work by comparing it to the standards.					
Overall, you are satisfied with your competency development					

### Part 3: Technological factors

#### Information and instruction:

1. The purpose of this questionnaire is to study your opinions on the technological factors of participants. Each item has a 5 level of opinion.
2. Put the mark in the box that best describes your situation or opinion with only one answer.
3. There are 20 questions in total, please fill the x to answer them all.

(1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

Technological Factors	Opinion Level				
	5	4	3	2	1
<b>Computer Skill</b>					
You are knowledgeable about technology and computer-related skills, enabling you to make things work very well.					

Technological Factors	Opinion Level				
	5	4	3	2	1
Your organization provides technological support and training in computer use.					
You can solve technological problems correctly.					
Overall, you are satisfied with your computer skills.					
<b>Attitude towards using of the information technology</b>					
Your organization has established an information system that is modern and reliable.					
Your organization utilizes technology that allows the work to become more international.					
Your organization understands that information systems reduce the complexity of the job.					
Overall, you are satisfied with the use of information technology.					
<b>Physical environment</b>					
You are confident that your job is stable.					
You trust your bank's safety measures.					
You are satisfied with your bank's facilities.					
Overall, you are satisfied with the cleanliness and beauty of the physical environment.					
<b>Executive Environment</b>					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Technological Factors	Opinion Level				
	5	4	3	2	1
You are satisfied with the bank's policies and working guidelines.					
You can consult your supervisor when problems arise at work.					
Supervisors are neutral; they give you opportunities to explain.					
Overall, you are satisfied with the executive environment.					
<b>Collaborative Environment</b>					
You are happy with living together in your organization.					
You are satisfied with how your coworkers interact with each other in your organization.					
You are satisfied with the distribution of work in your organization.					
Overall, you are satisfied with the collaborative environment.					

#### Part 4: Workplace Happiness

##### Information and instruction:

1. The purpose of this questionnaire is to study your opinions on the happy workplace factors of participants. Each item has a 5 level of opinion.

2. Put the mark in the box that best describes your situation or opinion with only one answer.

3. There are 20 questions in total, please fill the x to answer them all.

(1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Happy Workplace	Opinion Level				
	5	4	3	2	1
<b>Happy Body</b>					
You choose to eat nutritious foods on a regular basis					
Your exercise frequently					
You consider yourself to be in good health					
The nature of the work you are doing has no negative impact on your health					
You get plenty of sleep every day					
<b>Happy Heart</b>					
You frequently assist others when you have the opportunity.					
You enjoy assisting others when they face problems.					
You believe that employees in the organization have family-like relationships.					
You can adjust to your coworkers and others.					
You frequently receive help from others.					
<b>Happy Society</b>					
You have never had a serious disagreement with any of your coworkers.					
You and your colleague have good teamwork.					
Colleagues are sincere with you.					
You feel safe and peaceful in the society and nearby communities where you work.					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Happy Workplace	Opinion Level				
	5	4	3	2	1
You contribute to social development by making nearby areas more livable.					
<b>Happy Relax</b>					
You have sufficient time to relax after work.					
You think your workplace has appropriate places to relax or unwind.					
You always spend your free time doing things you enjoy when you have the chance.					
You often have time to socialize with your coworkers.					
You often do not feel stressed at work.					
<b>Happy Brain</b>					
You always like to study and learn more.					
You believe that continuing your education at a higher level will lead to better job opportunities.					
You are frequently interested in studying and gaining additional knowledge to advance in your career.					
You are constantly looking for new information to improve your work.					
You learn more about your job from your supervisor and coworkers.					
<b>Happy Soul</b>					
You practice Dhamma, always make merit, and pray to keep your mind at peace.					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Happy Workplace	Opinion Level				
	5	4	3	2	1
You have a high level of concentration when working on multiple tasks.					
You believe your life is mentally peaceful.					
When confronted with a conflict, you can maintain emotional control.					
You always take responsibility and apologize for your mistakes.					
<b>Happy Money</b>					
You save money each month.					
You bring experience with financial and savings training for use in everyday life.					
Your salary is sufficient to meet your various expenses.					
You think planning how to spend money is a good idea.					
If you have debt, you think you can pay the debt in installments as scheduled each time.					
<b>Happy Family</b>					
You always have time to do activities with your family.					
You always feel warm and safe when you are with your family.					
Your family is always encouraging you to work.					
Your family always participates in driving your work.					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Happy Workplace	Opinion Level				
	5	4	3	2	1
Your family is an important part of your success.					



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

แบบสอบถามสำหรับงานวิจัย

หัวข้อวิจัย: ปัจจัยที่มีส่งต่อความสุขในการทำงานของพนักงานธนาคารพาณิชย์

จุดประสงค์: แบบสอบถามนี้จัดทำขึ้นเพื่อรวบรวมข้อมูลเกี่ยวกับความสุขในการทำงานของพนักงานธนาคารพาณิชย์ โดยผู้ตอบแบบสอบถามจะเป็นผู้ที่ทำงานอยู่ในธนาคารพาณิชย์ 5 อันดับของธนาคารพาณิชย์ที่มีกำไรสุทธิสูงสุด ซึ่งแบบสอบถามแบ่งออกเป็น 4 ส่วน ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม 4 ข้อคำถาม ส่วนที่ 2 ปัจจัยด้านคุณภาพชีวิตในการทำงาน 20 ข้อคำถาม ส่วนที่ 3 ปัจจัยด้านเทคโนโลยี 20 ข้อคำถาม ส่วนที่ 4 ความสุขในการทำงานของพนักงานธนาคารพาณิชย์ 40 ข้อคำถาม

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม 4 ข้อคำถาม

คำแนะนำ: โปรดทำเครื่องหมาย X ด้านหน้ารายการที่ตรงกับความเป็นจริงของคุณที่สุด

1. เพศ

ชาย

หญิง

2. อายุ

น้อยกว่า 30 ปี

30-40 ปี

41-50 ปี

50 ปีขึ้นไป

3. ระดับตำแหน่งงาน

ระดับปฏิบัติการ

ระดับบริหารจัดการ

ระดับหัวหน้างาน

4. สถานที่ทำงาน

ธนาคารกสิกรไทย KBANK

ธนาคารไทยพาณิชย์ SCB

ธนาคารกรุงเทพ BBL

ธนาคารศรีอยุธยา BAY

ธนาคารกรุงไทย KTB

## ส่วนที่ 2 ปัจจัยด้านคุณภาพชีวิตในการทำงาน 20 ข้อคำถาม

ปัจจัยด้านคุณภาพชีวิตในการทำงาน	ระดับความคิดเห็น				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย มาก	เห็นด้วย ปานกลาง	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ยิ่ง
คุณภาพของงาน					
ความสมบูรณ์ครบถ้วน ความถูกต้องของงาน					
ผลสำเร็จของงานบรรลุเป้าหมาย ไม่มีข้อผิดพลาดหรือปัญหาตามมาภายหลัง					
ผลงานหรือผลลัพธ์ที่สามารถนำไปใช้ให้เกิดประโยชน์ได้ตามต้องการ					
โดยภาพรวมท่านพึงพอใจกับ คุณภาพของงาน					
สุขภาพความเป็นอยู่ที่ดี					
ภาระงานที่ท่านต้องรับผิดชอบไม่ทำให้เกิดปัญหาสุขภาพร่างกายและจิตใจ เช่น เครียด นอนไม่หลับ ปวดง่าย					
หน่วยงานของท่านมีสถานที่ หรือมีการจัดกิจกรรมเพื่อส่งเสริมสุขภาพ					
หน่วยงานของท่านมีการตรวจสอบสุขภาพประจำปีของบุคลากร อย่างน้อยปีละ 1 ครั้ง					
โดยภาพรวมท่านพึงพอใจกับสุขภาพความเป็นอยู่ที่ดี					
ความสมดุลระหว่างการทำงาน ชีวิตทางสังคม					
ท่านมีเวลาว่างให้กับตนเองและครอบครัวได้อย่างมีความสุข					
ท่านไม่ต้องทำงานนอกเวลาปฏิบัติงาน หรือนำงานกลับไปทำที่บ้าน					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

ปัจจัยด้านคุณภาพชีวิตในการทำงาน	ระดับความคิดเห็น				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย มาก	เห็นด้วย ปานกลาง	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ยิ่ง
ท่านเข้าร่วมกิจกรรมอื่นๆ ขององค์กรได้เสมอ (งานของกลุ่มอื่นหรืองานที่เป็นส่วนรวมโดยไม่ใช้ผู้รับผิดชอบหลัก)					
โดยภาพรวมท่านพึงพอใจกับ ความสมดุลระหว่างการทำงาน ชีวิตทางสังคม					
<b>ความปลอดภัยของงาน</b>					
สถานที่ปฏิบัติงานของท่านสะอาดและเป็นระเบียบ เรียบร้อย มีแสงสว่างเพียงพอ ไม่มีเสียงรบกวนขณะปฏิบัติงาน ช่วงสร้างบรรยากาศที่ดีในการทำงาน					
หน่วยงานมีเครื่องมือเครื่องใช้สำนักงาน วัสดุ อุปกรณ์ เพียงพอ อยู่ในสภาพที่ดี พร้อมใช้งาน เหมาะสมกับการทำงานและทันสมัย					
หน่วยงานมีระบบรักษาความปลอดภัยในชีวิตและทรัพย์สินของเจ้าหน้าที่เป็นอย่างดี					
โดยภาพรวมท่านพึงพอใจกับ ความปลอดภัยของงาน					
<b>การพัฒนาสมรรถนะ</b>					
ท่านพยายามทำงานในหน้าที่ให้ถูกต้อง หรือทำงานได้ตามเป้าหมายของหน่วยงานที่รับผิดชอบ					
การปฏิบัติงานของท่านเป็นไปตามกำหนดมาตรฐานหรือเป้าหมายในการทำงาน เพื่อให้ได้ผลงานที่ดี					
ท่านติดตาม และประเมินผลงานของตน โดยเทียบกับมาตรฐาน					
โดยภาพรวมท่านพึงพอใจกับ การพัฒนาสมรรถนะ					

## ส่วนที่ 3 ปัจจัยด้านเทคโนโลยี 20 ข้อคำถาม

ปัจจัยด้านเทคโนโลยี	ระดับความคิดเห็น				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย มาก	เห็นด้วย ปานกลาง	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ยิ่ง
ทักษะการใช้คอมพิวเตอร์					
ท่านมีความรู้เทคโนโลยี หรือทักษะในการใช้คอมพิวเตอร์ เพื่อ ช่วยในการทำงานได้เป็นอย่างดี					
หน่วยงานของท่านมีการสนับสนุนด้านเทคโนโลยี หรืออบรมใน การใช้คอมพิวเตอร์					
ท่านสามารถแก้ปัญหาที่เกี่ยวข้องกับเทคโนโลยีได้อย่างถูกต้อง					
โดยภาพรวมท่านพึงพอใจกับ ทักษะการใช้คอมพิวเตอร์					
ทัศนคติต่อการใช้เทคโนโลยีสารสนเทศ					
หน่วยงานของท่านมีการจัดทำระบบสารสนเทศ ทันสมัยและ เชื่อถือได้					
หน่วยงานของท่านมีการใช้เทคโนโลยี ช่วยให้งานมีความเป็น สากลมากขึ้น					
หน่วยงานของท่านมีการยอมรับว่าระบบสารสนเทศ ช่วยลดความ ซับซ้อนของงานได้					
โดยภาพรวมท่านพึงพอใจกับ ทัศนคติต่อการใช้เทคโนโลยี สารสนเทศ					
สภาพแวดล้อมด้านกายภาพ					
ท่านมีความมั่นใจว่างานที่ท่านทำมีความมั่นคง					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

ท่านมีความมั่นใจในความปลอดภัยในขณะที่ปฏิบัติงานใน หน่วยงานของท่าน					
ท่านพอใจกับสิ่งอำนวยความสะดวกในหน่วยงานของท่าน					
โดยสรุปท่านพึงพอใจกับ สภาพแวดล้อมด้านกายภาพ เช่น ความ สะอาด ความสวยงาม เป็นต้น					
สภาพแวดล้อมด้านผู้บริหาร					
ท่านพอใจในนโยบายและแนวทางการทำงานในหน่วยงาน					
ผู้บังคับบัญชาของท่านเป็นที่พึ่งได้เมื่อเกิดปัญหาในการปฏิบัติงาน					
ผู้บังคับบัญชามีความเป็นกลาง เปิดโอกาสให้ท่านได้ชี้แจง					
โดยภาพรวมท่านพึงพอใจกับ สภาพแวดล้อมด้านผู้บริหาร					
สภาพแวดล้อมด้านผู้ร่วมงาน					
ท่านพอใจกับการอยู่ร่วมกันในหน่วยงานของท่าน					
ท่านพอใจสัมพันธภาพของเพื่อนร่วมงานที่มีต่อท่านในหน่วยงาน ของท่าน					
ท่านพอใจกับการกระจายงานในหน่วยงานของท่าน					
โดยภาพรวม ท่านพึงพอใจกับ สภาพแวดล้อมด้านผู้ร่วมงาน					

## ส่วนที่ 4 ความสุขในการทำงานของพนักงานธนาคารพาณิชย์ 40 ข้อคำถาม

ความสุขในการทำงาน	ระดับความคิดเห็น				
	เห็นด้วย อย่างซึ้ง	เห็นด้วย มาก	เห็นด้วย ปานกลาง	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ซึ้ง
<b>Happy Body (สุขภาพดี)</b>					
ท่านเลือกทานอาหารที่มีประโยชน์อยู่เป็นประจำ					
ท่านออกกำลังกายอย่างสม่ำเสมอ					
ท่านคิดว่าตนเองเป็นผู้มีสุขภาพแข็งแรงดี					
ลักษณะงานที่ท่านทำอยู่ไม่มีผลเสียต่อสุขภาพ					
ในแต่ละวันท่านนอนหลับพักผ่อนอย่างเพียงพอ					
<b>Happy Heart (น้ำใจงาม น้ำใจดี)</b>					
ท่านมักให้ความช่วยเหลือผู้อื่นเมื่อมีโอกาส					
ท่านรู้สึกสุขใจในการช่วยเหลือผู้อื่นที่มีปัญหา					
ท่านคิดว่าความสัมพันธ์ของพนักงานเหมือนพี่น้องในองค์กร					
ท่านสามารถปรับตัวเข้ากับเพื่อนร่วมงานและผู้อื่นได้					
ท่านได้รับความช่วยเหลือจากผู้อื่นบ่อยครั้ง					
<b>Happy Society (สังคมดี)</b>					
ท่านไม่เคยมีความขัดแย้งรุนแรงกับเพื่อนร่วมงานของท่านเลย					
ท่านกับเพื่อนร่วมงานมีการทำงานเป็นทีมที่ดี					
เพื่อนร่วมงานมีความจริงใจต่อท่าน					
ท่านรู้สึกถึงความปลอดภัยและความสงบสุขในสังคม และพื้นที่ ชุมชนใกล้เคียงที่ท่านทำงานอยู่					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

ความสุขในการทำงาน	ระดับความคิดเห็น				
	เห็นด้วย อย่างซึ้ง	เห็นด้วย มาก	เห็นด้วย ปานกลาง	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ซึ้ง
ท่านมีส่วนร่วมในการพัฒนาสังคม หรือพื้นที่ใกล้เคียงให้หน้าอยู่ มากขึ้น					
<b>Happy Relax (ผ่อนคลาย)</b>					
ท่านมีเวลาพักผ่อนหลังจากเลิกงานอย่างเพียงพอ					
ท่านคิดว่าในที่ทำงานแห่งนี้มีสถานที่ผ่อนคลายหรือพักผ่อนหย่อน ใจที่เหมาะสม					
ท่านมักใช้เวลาว่างทำกิจกรรมที่ตนเองสนใจเสมอเมื่อมีโอกาส					
ท่านมีเวลาสังสรรค์กับเพื่อนร่วมงานบ่อยๆ					
ในระหว่างการทำงาน ท่านมักรู้สึกผ่อนคลาย					
<b>Happy Brain (หาความรู้)</b>					
ท่านมักสนใจศึกษาหาความรู้เพิ่มเติมอยู่เสมอ					
ท่านคิดว่าการศึกษาต่อในระดับที่สูงขึ้นจะได้รับโอกาสในการ ทำงาน					
ท่านมักสนใจศึกษาหาความรู้เพิ่มเติมจำเป็นต่อการก้าวหน้าในงาน ของท่าน					
ท่านมักสนใจศึกษาหาข้อมูลเพิ่มเติมเพื่อนำมาพัฒนางานเสมอ					
ท่านเรียนรู้งานเพิ่มขึ้นจากหัวหน้าและเพื่อนร่วมงาน					
<b>Happy Soul (ทางสงบ คุณธรรมดี)</b>					
ท่านปฏิบัติธรรม ทำบุญและสวดมนต์เสมอเพื่อให้จิตใจสงบ					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

ความสุขในการทำงาน	ระดับความคิดเห็น				
	เห็นด้วย อย่างยิ่ง	เห็นด้วย มาก	เห็นด้วย ปานกลาง	ไม่เห็น ด้วย	ไม่เห็น ด้วยอย่าง ยิ่ง
ท่านมีสมาธิในการทำงานต่างๆ เป็นอย่างดี					
ท่านรู้สึกว่าคุณค่าของท่านมีความสงบสุขทางด้านจิตใจ					
ท่านสามารถควบคุมอารมณ์ตนเองได้เมื่อเกิดความขัดแย้ง					
ท่านมีสำนึกที่รับผิดชอบและขอโทษในความคิดที่ท่าเสมอ					
<b>Happy Money (ปลอดภัย ใช้เงินเป็น)</b>					
ท่านออมเงินทุกเดือน					
ในการดำเนินชีวิตประจำวัน ท่านสามารถจัดการด้านการเงินและการออมได้เป็นอย่างดี					
เงินเดือนที่ท่านได้รับเพียงพอต่อค่าใช้จ่ายต่างๆ ของท่าน					
ท่านคิดว่าการวางแผนการใช้เงินเป็นเรื่องที่ดี					
หากท่านมีหนี้ ท่านคิดว่าท่านสามารถผ่อนชำระหนี้ตามกำหนดเวลาทุกครั้ง					
<b>Happy Family (ครอบครัวดี)</b>					
ท่านมีเวลาทำกิจกรรมร่วมกับครอบครัวเสมอ					
ท่านมีความรู้สึกอบอุ่นและปลอดภัยเมื่ออยู่กับครอบครัวเสมอ					
ครอบครัวของท่านมีส่วนร่วมในการให้กำลังใจการทำงานเสมอ					
ครอบครัวของท่านมีส่วนร่วมในการผลักดันในการทำงานเสมอ					
ครอบครัวเป็นส่วนสำคัญที่จะทำให้ท่านประสบความสำเร็จ					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

## AUTHOR BIOGRAPHY

Name Ms. Titaporn Boonmee

Address Samutprakarn, Thailand

Education B.S., Industrial Engineering, Kasetsart University, 2015

Work Experience

- Sales Engineer at Welding Alloy (2012) Company, 2016-2023

- Purchasing and Sales Engineer at Welding Alloy (2012) Company, 2023-  
Present



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.