

# Work Happiness of Ministry of Public Health Officers in Thailand

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This research is to investigate the effect of household socioeconomic and relationship with colleague as antecedents of outcome variables, namely, work engagement, career satisfaction and work happiness of Ministry of Public Health (MoPH) officers in Thailand. The secondary data was adopted and it was supported by Strategic and Planning Division at the Office of the Permanent Secretary of MoPH. The sample size for random the data following the rule of statistical was 1,030 persons. Descriptive statistics and structural equation model were applied to analyze the data. The results explicated that there were the positive effects of antecedents to the outcome factors, moreover, engagement and career satisfaction were mediated effects of the structure model with  $\chi^2/df = 4.814$ , RMSEA = 0.061, TLI = 0.905 and CFI = 0.933, GFI = 0.938 and AGFI = 0.904.

**Key words:** *Work Happiness, Work Engagement, Career Satisfaction, Relative with Colleague, Household Socioeconomic, Ministry of Public Health officers in Thailand.*

## Introduction

A happy workplace is an important component of a happy life as most people spend more time at work than with any other activities, and therefore, happiness in the workplace contributes greatly to the development of the organization. Happy personnel working in a good atmosphere means more effective and efficient work. The level of happiness, therefore, is a key factor and a crucial variable in achieving organizational success, especially for key state agencies that look after the country's economic development and public services.

In Thailand, the development of a happy workplace for personnel conforms to the 8<sup>th</sup> to 10<sup>th</sup> National Economic and Social Development Plans (2007-2011), which are people-centric. The 10<sup>th</sup> National Economic and Social Development Plan identified the economy as a tool to create happiness and better quality of life by promoting the creation of quality personnel with



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morality, all-round knowledge, and improved standard of life, which will result in happy Thai people as a whole.

The Ministry of Public Health (abbreviated by MoPH) officers, Thailand are the crucial persons who play the important role to prevent and treat of disease including the maintenance of a hygiene and good health for both of physical and spiritual, especially in the era of the pandemic, as in the present. Any prospered society does need to have a healthy citizen which is an important part of national development. Therefore, the public health development has been continually provided. The significance of public health both in personal and society in the sense that it makes people have strong enough to be able to work with the quality thus consequences are a quality of life and of family. Moreover, people are an important element of society. When people in society are strong and have complete health will make their society have strength and progress quickly both economic and security.

Human resources are extremely important for the development of any organization including MoPH. An important aspect that must be considered is the cost of hiring new personnel to replace resigned staff. The current social and economic situation is characterized by high competition in a constantly changing environment. Many organizations, both public and private, seek to operate more efficiently and effectively and to become modernized and up-to-date to achieve their targets and to succeed. Human resources play an important role in the endeavor. However, many organizations neglect or are not interested in looking at the factor of happiness in the workplace, causing people to become unhappy and leading to decreased work efficiency. On the other hand, if people have strengthened relationships at work become, they will have happiness in workplace, and can lead to eventual organizational success. Executives know that important reasons for unhappiness in the workplace because of less of engagement and unsatisfaction in career in the organization.

In many researches, we found some investigations of relationship between some important factors with may relate to the happiness in workplace. For example, the evident of relationship between household socioeconomic, as consider in a financial variable, and work engagement was expressed in studies of Sak and Gruman (2014), Bakker and Demerouti (2007), Kulikowski and Sedlak (2020). Moreover, work engagement related to career satisfaction as shown the results in researches of Bakker et al, (2008), Salmela-Aro et al, (2011) and Schaufeli et al, (2002). The relationship with colleague could also build the career satisfaction as investigated by Frenkel, Sanders and Bednall (2013).



In this study, we preliminary focus on household socioeconomic and relationship with colleague as antecedents of work engagement and career satisfaction with led to happiness in workplace of MoPH officers in Thailand. According to organizational support theory (Eisenberger et al, 1986), employees accepted that how much the employers revere their contributions and concern about their work happiness. Based on the reciprocity norm, when individuals are valued the contribution from not only executor but also theirs team, they will feel a meaningful of collaboration and help the organization achieving its objectives. Moreover, the better quality of living in the sense of the proper income, saving, expense and dept, as we known as household socioeconomic could influence to work engagement and career satisfaction.

The purpose of this study is to primary explore the effects of socioeconomic and relationship with colleague on three crucial outcome factors, namely work engagement, career satisfaction and work happiness of MoPH officers. This study provides meaningful implication in Thailand public health officers.

## **Literature Review**

### ***Related concept and research studies***

This research has focused on five important keys namely household socioeconomic, relationship with colleague, career satisfaction, work engagement and work happiness:

### ***Happiness and Work Happiness***

Theoretically, happiness is an umbrella term for several theories of well-being and it has been considered a basic emotion by most theorists within the psychology of emotions (Kaczmarek, 2017), in the form of joy, it appears in every typology of basic human emotions. Happiness in the form of pleasant moods and emotions, well-being, and positive attitudes has been attracting increasing attention throughout psychology research (Fisher, 2010).

Happiness is not a term that has been extensively used in academic research on employee experiences in organizations (Fisher, 2017), so this study has been focused on work happiness as well-being of employee because happy workers are to be productive workers (Diener & Biswas-Diener, 2008; Wright et al, 2004; Zelenski et al, 2008).

In the workplace, happiness is influenced by both short-lived events and chronic conditions in the task, job and organization. It is also influenced by stable attributes of individuals such as



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personality, as well as the fit between what the job/organization provides and the individual's expectations, needs and preferences (Fisher, 2017).

Hence, work happiness focus largely on the hedonic experiences of pleasure and liking, and/or positive beliefs about an object (e.g. job satisfaction, affective commitment, the experience of positive emotions while working). Other includes both hedonic and eudemonic content, the latter involving learning/development, growth, autonomy, and self-actualization. Erdogan et al, (2012) suggested a view of workplace happiness that happiness depends on satisfaction with environment, and that leadership, career development, job characteristics, and person-environment fit contribute to an understanding of happiness or well-being at work.

### ***Socioeconomic***

In general way, socioeconomic refers to society related economic factors such as income, saving and debt, it can be used to refer to a person's general status within an organization, including a small business. It can help explain how an employee is perceived by others. For example, the employment will dictate employee's income. Employee's income level often correlates to their level of education and their level of education helps to dictate their employment.

The socioeconomic also impact of work environmental risk factors, and even the economic value of the information to be produced during proposed work environmental (Christiansen & Nielsen, 2009). It notes that employment provides income that shapes choices about housing, education, child care, food, medical care, and more. In contrast, unemployment limits these choices and the ability to accumulate savings and assets that can help cushion in times of economic distress.

Many researches showed the link between socioeconomic status and the quality of the working environment. The results also indicate that a low socioeconomic status is associated with some sense of satisfaction of higher job insecurity, lower development opportunities, less decision latitude and, to some degree, less meaning in the job. (Rezaghali & Bantekas, 2015; Rezaghali, 2016; Rezaghali, 2016). In addition, socioeconomic consequences refer substantially to missed and unproductive working hours due to sickness absences and sickness presenteeism respectively. It also impacts in terms of lost working hours and labour productivity (Rezaghali, 2016).

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### ***Relationship with colleague***

An organization's responsibility to ensure the work environment is welcoming and supportive to employees. Such environment can be developed via respectful and trusting relationships with colleagues (Salvaggio, Hopper, Packell, 2011). On the contrary, stressful work-related activities, as a result of a lack of meaningful interpersonal support, are found to create an unfavorable impact on employees' wellbeing.

The employment relationship is simply the sum of prescribed functional activities, communication, and interactions that are expected to manifest themselves in the form of collaborative interactions within organization, in the flexibility, skill and loyalty of employees, in the absence of workplace conflict, in the high performance outcomes of firms, and so on (Keith, 2006).

Individuals who are appreciated by colleagues connected with them will have psychological meaningfulness in the workplace. Employees will also indicate the availability of him/her if they know that colleague and supervisors cared about him/her (Rothmann & Welsh, 2013). When individuals are treated with dignity, respected, and valued contribution not only as executor of his/her role, they will feel a meaningful of interaction. Individuals also took on the role of social identity that they get from the membership of an organization. Interaction with colleagues will develop a sense of belonging, strengthening the social identity, and bring a feeling of meaningful. Loss of social identity would cause a loss of feeling of meaningful.

Additionally, colleague relations are an important source in providing support to co-workers and positive effect on employee satisfaction (Madlock & Booth-Butterfield, 2012). Employees develop a relationship with his/her co-workers to add friendship. Employees who feel a friendship with co-workers will experience mental and physical health is good. It is based on the feeling of security and self-confidence of the individuals associated with the work and motivation to encourage friendships in the workplace.

The researches results state that the employee relationship with co-workers and supervisors will increase the psychological meaningfulness and employee engagement in the workplace (May et. al., 2004) and appreciation from co-workers and supervisors will create caring and improve the safety of employees in the workplace (Ariani, 2015).

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### ***Career satisfaction***

Career satisfaction or Job satisfaction can be referred to as the positive emotions or feelings of an employee as a result of the appraisal of his/her job experience (Drydakis, 2017). Job satisfaction largely as affect: “a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences” (Locke 1976, 1300). Many researches have pointed out that the most frequently used measures of job satisfaction ignore affect and have a predominant focus on the cognitive component (Brief 1998; Brief and Weiss 2002; Organ and Near, 1985). Based on previous research, it includes that job satisfaction can increase empathy, personal growth (e.g. self-awareness resiliency and self-confidence), enhance interpersonal relationships, and congruency of self (which brings feelings of true relief, peace and being whole).

Job satisfaction also indicates employees self-assessment relating to their work progression, quality of working conditions, job security (Martinez et al, 2017), job rewards including salary (Law et al, 2011), relationships with co-workers and supervisors (Bodin & Bodin, 2008), and their opportunities.

Another very significant component of job satisfaction that has been mentioned in a lot of research is organizational supportiveness that emerges in the forms of organizational policies and practices. Such a component is found to be associated with employee’s attitudes towards their job.

### ***Work engagement***

A number of scholars have taken up the term engagement, and it have defined it in a variety of ways (Britt et al, 2007; Macey & Schneider, 2008). Engagement has been viewed as everything from a trait to a relatively stable state to a momentary state, and from cognition to affect to behavior.

In the scope of work, Schaufeli and Bakker’s (2004) analysis shows that word “engagement” as a novel, catchy label covers traditional concepts, such as affective commitment (i.e., the emotional attachment to the organization), continuance commitment (i.e., the desire to stay with the organization), and extra-role behavior (i.e., discretionary behavior that promotes the effective functioning of the organization).

While Maslach and Leiter (1997) defined work engagement is a positive, work-related state of well-being or fulfillment characterized by a high level of energy and strong identification with

one's work. Bakker, Schaufeli, Leiter, and Taris (2008) describe person-level engagement as 'positive affect associated with the job and the work setting connoting or explicitly indicating feelings of persistence, vigor, energy, dedication, absorption, enthusiasm, alertness, and pride. As such, work engagement has components of organizational commitment, job involvement, and the positive affectivity components of job satisfaction. In the same way, Schaufeli et al, 2002; Bakker & Demerouti (2008, 209-210) defined work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption as followed:

1. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work.

2. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge.

3. Absorption is characterized by being fully concentrated and happily engrossed in one's work. Note that these definitions focus on employees' experience of work activity, and not the predictors or outcomes of these experiences.

In addition, Halbesleben and Wheeler (2008) have provided evidence for the discriminant validity of work engagement vis-à-vis job embeddedness. Embeddedness represents the collection of forces keeping an employee on the job (i.e., links in the organization, fit with the job, and sacrifices associated with leaving the job), only job embeddedness offered a unique prediction of turnover intention.

The scope of work engagement also include employee turnover that is a serious challenge for many organizations. This is because employees are recognized as crucial organizational assets, which means organizational costs incur when employees quit their work and the new employment of replacement personnel, training programmes, and other general costs can be very expensive in relation to personal, work unit and organizational re-adjustments (Long et al, 2014). Accordingly, a number of firms consider employee turnover as their core threat in business (Han et al, 2016). In general, there are various reasons for employees to leave their jobs or at least have the intentions to do so, which is why anticipation and understanding of employee turnover intentions have been studies from various aspects. Jang and Kandampully (2017) also point out that it is crucial for any organization to be able to identify the antecedents of employee turnover behavior so that they can control such behavior, whereas prior literature illustrate potential factors, including supervisor support (Mulki et al, 2007; Griffeth et al, 2000;

Hom & Griffeth, 1995), self-esteem (Long et al, 2014), job satisfaction and organizational commitment to have an impact on turnover intention (Akgunduz & Eryilmaz, 2018).

### ***Hypotheses-Socioeconomic (SOC) – work engagement – career satisfaction***

In the past, we have often encountered studies of financial variables, that are part of household socioeconomic variables, and work engagement, for example, researches of Sak and Gruman, (2014), Bakker and Demerouti, (2007) as well as Kulikowski and Sedlak (2020). The results of these studies illustrated that salary and bonuses had a significant effect on work engagement.

When we consider the relationship of socioeconomic and career satisfaction. It has also been argued that much of the wage effect on job satisfaction operates through relative wages (Clark & Oswald, 1996; Clark, 1999; Easterlin, 2001; Grund & Sliwka, 2005; Panos & Theodossiou, 2009).

These could be supported by many studies, socioeconomic factors impacting the workforce in such critical ways, and it impact the workforce at high levels. These studies have made an attempt to analyze the socioeconomic conditions and the job satisfaction (Pouliakas & Theodossiou, 2005; Mitchell & Esnard, 2014; Nimmagadda, Kodali, & Kishan., 2015). For example, Theodossiou and Pouliaka (2005), the study examines whether significant differences exist in the perceived quality of high and low-paid jobs in Greece, the evidence was presented that low wage workers are significantly less satisfied with their jobs compared to their higher-paid counterparts. Furthermore, low-paid workers in Greece therefore seem to suffer from a double penalty, as their jobs are also of bad quality.

High socioeconomic status individuals are also clearer regarding their future, and involve in more career goal-pursuit activities and dedication in workplace, such as career exploration and planning (Blustein et al, 2002; Sawitri & Suryadi, 2019). In addition, Hoque (2014) studied about influences of socioeconomic factors on job satisfaction of ready-made garments workers, the findings reveal socioeconomic factors have a profound influence as these factors combinedly explained 52.4 percent variation in job satisfaction. Education, monthly family income, financial contribution to the family and infrastructural facilities showed significant positive relationship with employee job satisfaction.

Moreover, according to a research Sawitri and Suryadi (2019), they found that the employment status is related to socioeconomic status and the findings also suggest that those who have



higher career aspirations are more likely to engage in career exploration activities, especially for those whose socioeconomic status are high.

In addition, there are theoretical and empirical observations identified engagement as predictors for different aspects of life in an organization, such as career development, performance and well-being (Bakker et al, 2008; Salmela-Aro et al, 2011; Schaufeli et al, 2002). Additionally, researches also point out engagement as an antecedent to organizational results such as high performance, customer loyalty, low turnover and absenteeism (Christian et al., 2011; Rich et al., 2010).

Apart from the above explanation, there is another point to be addressed that is the conceptualization of engagement which is relating with concepts of job satisfaction (Schaufelli, 2013). Work engagement and career satisfaction indicate considerable relationships with one another, and also tend to be relatively consistent within individuals over time because engaged workers are more motivated, more satisfied in their career, more involved in their jobs and organizations, more productive, and more willing to go above and beyond what is expected of them to help their organizations survive and thrive (Bakker & Demerouti, 2008; Gebauer & Lowman, 2008; Joo & Lee, 2017).

Employees who have engagement will express themselves physically, cognitively, and emotionally while carrying out their roles while working (Kahn, 1990). Employees who are highly engaged in their work and satisfied with their careers as a whole are happy in their work.

### ***Relationship with colleague (REL) - career satisfaction - work happiness***

Generally, employee would be excited to perform their job when they know that employer and co-employees are around to support them. Ramjee (2018) posits that when employee feels detached socially and emotionally from other employees in the organization, such situation can cause dissatisfaction. It is a fact that good or bad relationships affect somehow the mood of a person in doing their job, job satisfaction is a result of working relationship and can affect the organizational performance (Padmakumar, 2013; Bakotic, 2016; Korman, 1977) explains that good working relationship with co - worker always lead to job satisfaction, co-employees refers to fellow employees who are socially supportive.

Previous studies also revealed that one of the factors contribute to job satisfaction is relationship. For example Frenkel, Sanders and Bednall (2013) were motivated to find out if employer-employee relations affect job satisfaction and quit intentions in ten organizations in Australia. Similar study was also conducted by Iwu, Xesha, Slabbert and Nduna (2014, 313-

324) on the role employer and employee relationship toward business growth and job satisfaction.

Less satisfactory on management-employee relationships in the large firms contribute to the lower level of job satisfaction of employee. This study indicates that the more employee the organization has, the more difficult it is to establish good relationship or interpersonal relationship and such situation may affect job satisfaction of employees. Employer-employee relationship seems to be problematic in the large firms compared to small firm. Going into the specific, the study strengthens the above finding that good relationship between employee and employer is a good predictor toward business and success and job satisfaction.

Employee tends to avoid stressful workplace and look for a better place where they can be happy and work comfortably. Isolation and loneliness may lead to employee's withdrawal from the job and the organization. This can be supported by previous researches, there found inconclusive link between workers' happiness and productivity in the workplace, there seems to be a general agreement that happy workers are to be productive workers (Diener & Biswas-Diener, 2008; Wright et al, 2004; Zelenski et al, 2008). Erdogan et al, (2012) suggested a state view of workplace happiness that happiness depends on satisfaction with environment, and that leadership, career development, job characteristics, and person-environment fit contribute to an understanding of happiness or well-being at work.

In this study, we investigate happiness in an individual's work, career satisfaction, and work engagement were affected by the personal and contextual antecedent of socioeconomic and relationship with colleague. Understanding these contributors to happiness, together with recent research on volitional actions to improve happiness, offer some potential levers for improving, especially in MoPH' officers.

### **Research Hypotheses**

*Hypothesis 1.* MoPH Officers' *work engagement* will positively mediate the relationship between *SOC* and *career satisfaction* (H1).

*Hypothesis 2.* MoPH Officers' *career satisfaction* will positively mediate the relationship between *SOC* and *work happiness* (H2).

*Hypothesis 3.* MoPH Officers' *career satisfaction* will positively mediate the relationship between *REL* and *work happiness* (H3).

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## Methodology

In this study, the researchers employed secondary data which was support by Strategic and Planning Division at the Office of the Permanent Secretary of the MoPH. The data was collected between December 2017 to January 2018 by the Strategic and Planning Division at the Office of the Permanent Secretary of the MoPH on level of relationship with colleague, career satisfaction, work engagement and work happiness and status of socioeconomic. The questionnaire was constructed by Thai Health Promotion Foundation of the MoPH and Mahidol University of Thailand. It is one of the innovations and it has been applied to measure the work happiness of employee in many organization in Thailand. Measuring the level of each variable of *REL*, work engagement, career satisfaction and work happiness in this tool is subjective. It was the five-point Likert scale ranging from 1 to 5.

The study assigns sample size for random the data following the rule of statistical in which important parameters are as  $N = 378,986$ ,  $s.d. = 0.8198$ ,  $\alpha = 0.05$  and  $e = 0.05$ . Thus the sample size should not be less than 1,030 persons.

## Results and Findings

In this section, the results of the structural equation model (SEM), reliability and correlation are reported. The method for estimation and testing in SEM is theoretically based on the maximum likelihood estimation.

### *Descriptive statistics, correlations, and reliabilities*

From the analysis of the average level in three outcome factors of work engagement, career satisfaction and work happiness for MoPH' officers. It was found that engagement in their work was high with an average of 3.65 as well as satisfaction in their career and perception in their work happiness were neutral with an average of 3.24 and 3.22, respectively.

All the correlations expressed significant linear relationships ( $p < 0.05$ ) among the model. The reliabilities are good level (0.80-0.83). The mean difference of the demographic variables was investigated by the series of ANOVA. As the results, we found that female officers tended to be significantly higher in work happiness and older officers are found to be happier. At the same time, those with higher education were significantly happier, in the same direction as, officers at the operational level and supervisor were less happy than organizational executives. The longer officers had worked in the organization, the less happy they became; and those who

left work/changed job several times were the less happy person. Moreover, officers who had higher income, happiness also significantly higher.

### ***Structural equation model (SEM) and assessment***

The structural equation modeling method was applied to analyze the data and address the results of hypotheses testing. The adequacy of the SEM was demonstrated by the goodness-of-fit to the final model. The hypotheses were expressed by the path coefficients and the total effect sizes of the constructs in the final model.

The results expressed there are the linear relationships between five factors, namely *SOC*, *REL*, work engagement, career satisfaction and work happiness, of MoPH's officers in Thailand and the model conformed to the empirical data. All hypothesis supported based on the path coefficients and the total effect sizes of the constructs in the hypothesized model. The total effects including the direct and indirect (mediating) effects are summarized in Table I. In terms of fitness demonstrated by the goodness-of-fit indices,  $\chi^2$  and df were 717.310 and 149, respectively, so  $\chi^2/df$  was at 4.814, viewed as an acceptable shape of criterion ( $\chi^2/df < 5$ ) (Schumacker & Lomax, 2004). RMSEA was 0.061, being an acceptable criterion (between 0.05 and 0.08) (Kline 2005), TLI and CFI were 0.905 and 0.933, respectively, holding with in the acceptable criterion (TLI  $\geq$  0.90 and CFI  $\geq$  0.90) (Lattin Carroll, and Green , 2003). Finally, GFI and AGFI were 0.938 and 0.904, respectively, staying in a suitable range of criteria ( $0.90 < GFI < 1.00$  and  $0.90 < AGFI < 1.00$ ) (Schumaker & Lomax, 2004). Consequently, those indices were proved to support fitness of the structural equation model.

### **Conclusion**

#### ***Research Findings***

In this study, we examined the influence of *SOC* (namely, income, expense, dept and saving) and *REL* on level of work engagement, career satisfaction, and level of work happiness of MoPH' officers. We found that the engagement in work, satisfaction with their careers, and perception on work happiness were positive effected by *SOC* and *REL*. Work engagement mediated the relationship between *SOC* and career satisfaction. Likewise, career satisfaction also mediated the relationship between *REL* and work happiness. Moreover, with consideration the relationships among three outcome variables, career satisfaction turned out to mediate the relationship between work engagement and work happiness (Figure I).

More specifically, *SOC*, *REL* and work engagement were significantly related with career satisfaction with the explained variance 84.2 percent. All path coefficients in constructing model were significantly positive effect with the strongest path of work engagement to *CAR* (coefficient 0.68) as shown in Table I and Figure I. Each path was supported by the studies of Padmakumar (2013), Bakotic (2016) and Korman (1977), which were found the affecting of *REL* to career satisfaction and the recent studies of Mitchell and Esnard (2014) and Sailaja Nimmagadda, Pragathi Kodali, and S.Ravi Kishan (2015) which was expressed the result of association between *SOC* and career satisfaction also. Similarly, the study of Joo and Lee (2017) presented the positive influenced of work engagement to career satisfaction.

### ***Theoretical contribution***

This is the primary study of work happiness of MoPH' officers in Thailand context. Moreover, the study first investigated the linear relationship of five important factors in constructing model simultaneously that were work happiness, *SOC*, *REL*, work engagement and career satisfaction.

To be specific, one of contribution of this study is that the primary study explored the *SOC*, *REL* and engagement as the antecedents of career satisfaction. The path coefficient expressed that a high level of *REL* and work engagement as well as a better position of *SOC* tended to have a high level of career satisfaction which led to the high level of work happiness. This meant that when the officers were motivated their work engagement and was supported relationship with their colleague they will increase the level of career satisfaction, which led to happiness in workplace. In addition, career satisfaction also successfully mediated the relationship between *REL* and work happiness in this study. This meant that when officers were supported by organization in the sense of good relationship with their colleague, they tended to have high level of career satisfaction, which impacted to happiness in their workplace.

### ***Practical Implications***

The enhancing of happiness in workplace can improve work efficiency and performance which is one of mission of HR in organization. In this study, we found the significantly positive effect of *SOC* and *REL* on three outcomes factors, namely work engagement, career satisfaction and work happiness of MoPH' officers in Thailand. Therefore, HR can enhance officers' happiness in their work, their engagement and their career by improving *REL* and supporting *SOC* as in the following ways.

- Executives working in HR division should include activities or training to increase relationship with colleague/team and/or improve status of individual socioeconomic in their annual plan. The programs for enhancing the relationship with colleague/team are considered as the activities of programs resulting in the participants becoming more relax from work and build the good relationship such as a sports day program, an exercise program and a birthday party program as well as creating a centre for happiness sharing or vocational training. In Thailand, there was the evident that some private companies set up programs as described before, and they got the good result for happiness level for their employees and improved the turn-over late also. Moreover, they provided some programs impacted to create extra income of employees in spare time or can manage their financing, which were a saving training, household accounting training and training for generating extra income from additional skills. The activities of the programs resulted in the participants becoming more relaxed from work-related stress and better relationship of their team, moreover, they able to use knowledge gained to create extra income in their spare time. For specific example, The Somboon Garment Limited established a “Happiness Room” for the personnel to meet, discuss and share happiness. The room was also used as a venue for positive activities for personnel (Lakhornphon, 2016).

- The results of the descriptive analysis also found that the officer who should be looked after to ensure more work happiness are male, supervisor and operational officer, the longer officer, and officer who left/changed the job many times. These personnel have less happiness than other groups, therefore, the strategist should organize projects or activities especially for this group.

- Human resources are important in driving any organization, and all organizations should place high importance on ensuring the happiness of these personnel. Therefore, any annual operation plan or strategic plan or personnel-related plan should include projects or activities that continuously promote a high level of happiness for personnel.

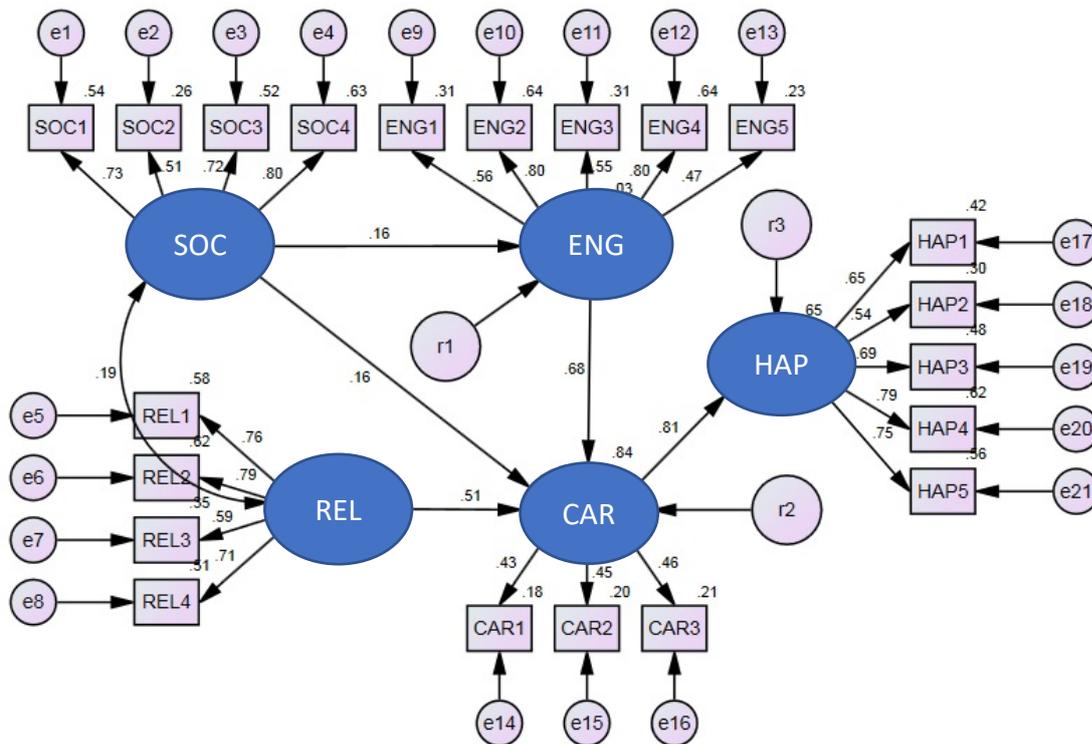
**Table 1:** Hypothesis testing: effects of path estimation.

Path	ENG			CAR			HAP		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
<i>SOC</i>	0.163*	-	0.163	0.164*	0.112	0.276	-	0.223	0.223
<i>REL</i>	-	-	-	0.510*	-	0.510	-	0.412	0.412
<i>ENG</i>	-	-	-	0.683*	-	0.683	-	0.552	0.552
<i>CAR</i>	-	-	-	-	-	-	0.808*	-	0.808
R <sup>2</sup>	0.027			0.842			0.653		

Fit indices	$\chi^2 = 717.310$ , $df = 149$ , $P = 0.000$ , $\chi^2/df = 4.814$ , $RMSEA = 0.061$ , $GFI = 0.938$ , $AGFI = 0.904$ , $TLI = 0.905$ , $CFI = 0.933$
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Note: \* $p < .001$ , DE = Direct effect, IE = Indirect effect, TE = Total effect

**Figure 1.** Standardized path coefficient estimation of constructing model.



Chi-square = 717.310,  $df = 149$ ,  $p = .000$ ,  $Chi-square/df = 4.814$   
 $RMSEA = .061$ ,  $GFI = .938$ ,  $AGFI = .904$ ,  $TLI = .905$ ,  $CFI = .933$

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