

Happiness and Engagement in Relation to Gender

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This article examines factors associated with happiness, engagement, the relationship between colleagues, and job satisfaction, among members of Thai universities. The quantitative approach was applied, and the unit of analysis was at the individual level. Data was collected in February 2018. The data collection was conducted using a questionnaire of 2,873 or 72.1% of staff members. Data was analysed using descriptive statistics and the Chi-square test. The results demonstrated that female staff had a high level of happiness (19.6 percent), engagement (24.7 percent), and relationship with colleagues (25.1 percent), which is a higher proportion than male staff. The level of job satisfaction among female and male staff, however, was found to be similar. The factors associated with happiness, engagement, relationship with colleagues, and job satisfaction were gender, generation, and work experience. In addition, it was noticed that job position did not correlated with happiness, and education level did not correlate with job satisfaction.

Key words: *Happiness, Engagement, Relationship with Colleagues, Job Satisfaction, Thailand University Staff.*



Introduction

Globalization has resulted in social, economic, technological and educational changes. This has forced organizations, including universities, to modify their operational processes, and aim towards academic excellence. This situation has brought a lot of pressure upon staff members, especially in terms of happiness, engagement, relationship with colleagues, and job satisfaction (Diener, 2003).

Khon Kaen University has become autonomous since 2014 when the organizational development policies started to change in structure and in human resource development. Presently, there are roughly 12,000 staff members working in 27 faculties and 53 centres, institutions, and offices. The change of the university's role has impacted staff members in terms of rights and benefits, values and missions. The use of modern technology and the clear goals of each organization has caused staff members to adjust their work paradigm so that the organization will reach its targets in instruction, research, academic services, and art and cultural nurturing. Each organization thus places great importance on human resource development by creating a relaxing working atmosphere for staff members to feel comfortable and enthusiastic. The workplace has been modified in terms of the surrounding conditions in line with the 5-S principles, innovative competency development, and appropriate welfare.

However, under the working conditions and activities implemented by each organization to raise happiness, some staff members feel that they are working in ever-changing conditions. This results in stress and impacts happiness, engagement, the relationship with colleagues, and job satisfaction. These factors all have major roles in terms of an employee's dedication and may even lead to their resignation (Diaz-Serrano and Vieira, 2005), and thus affects organizational implementation and growth. If a staff member's happiness is high, their work will be efficient and the turnover rate will be reduced (Kosteas, 2009). Therefore, in order to obtain staff and organizational development approaches, a study on the factors associated with happiness, engagement, the relationship with colleagues, and the job satisfaction of staff members should be conducted so that organizations can adjust their policies and improve the happiness of staff members at work. This will strengthen the university in the long run.

Research Objectives

To study the factors associated with happiness, engagement, relationship with colleagues, and job satisfaction of Thai university staff members

Related Concepts and Research Studies

This research reviewed the following key documents related to happiness, engagement, and job satisfaction:

Happiness – Academics have broadly defined the term ‘happiness’. Miret et al (2014), for instance, defined happiness as a feeling related to good mental and physical health. Moeini et al (2000) similarly explained that happiness is satisfaction in life, cheerfulness, a pleasant feeling, and a reason to smile. In a Thai context, the term ‘well-being’ is used, which refers to the condition of good physical and mental health, gainful employment and financial success, and a warm and stable family-life in a good environment. Academics from abroad such as Manion (2003) state that happiness is a condition full of positive thinking, which is expressed creatively through the body and speech. Layard (2005), likewise, stated that happiness is good and fun feelings as opposed to sadness.

In addition, Warr (2007) presented a concept related to working happiness, which is that it is an experience occurring within one’s mind as the reaction towards the work. Gavin and Mason (2004) also perceived that working happiness is a positive emotion and an internal feeling of a person, which corresponds to the interaction between the person and the work environment. This is similar to the sense of happiness in work documented by Lyubomirsky et al (2005), whose research confirms that a person who is happy is successful in marriage life, friendship, income, job efficiency, and health. Diener (2003) proposed that happiness in work is a staff member's perception of positive emotions and feelings that occur through work-related behaviours, the work itself, and the work-related environment. Happiness at the workplace is also an important thing in the improvement of an organization's outcomes. Many academics believe that if an organization is able to build long-term happiness within the workplace, the production of an organization will increase (Wesarat, Sharif, and Abdul, 2015).

The Happy Workplace Promotion Centre, a Thai Health Organization, found that when a staff member is happy, his or her work is efficient, and the organization will grow sustainably. Thus, the instrument called the Happy Workplace 8 (Thai Health Promotion Foundation, 2008) was created in order to improve the quality of life in the workplace. Their key goals are happy personnel, a pleasant workplace, and the unity of the community. Work-life balance will thereby be established. The Happy Workplace 8 consists of happy body, happy heart, happy relax, happy brain, happy soul, happy money, happy family, and happy society. These elements are all connected from an individual level to a family level and then to a social level. This concept was used in the conceptual framework of this study.

Engagement – The feeling of engagement is the feeling of a staff member who is enthusiastic and ready to dedicate his physical and mental energies in the work and is so satisfied. Thus, the sense of ownership is built along with the feeling of closeness to the workplace (Gubman, 1998). The Gallup Organization (2006) defined the engagement of a staff member in an organization as a partnership between the member and the organization by which everyone is determined to work towards organizational goals, and are personally motivated to support and assist organizational missions. This is consistent with Perrin (2003), who explained the



engagement of a worker by their emotions, feelings and thoughts, relating to the work and the organization. Determination and dedication are key for the success of the organization. Albrech (2011) added that engagement takes a very important role in all organizations. It makes a member perform to the fullest extent in different activities, and thereby enable them to perceive organizational culture. The investment of employees will help the organization improve leadership and the creation of innovations that will result in optimum revenues. Mone et al (2017) also presented in 'Employee Engagement through Effective Performance Management' that to built engagement, staff members must be able to be relied on, communicate well about the organization, and participate in the organization's operations.

Hewitt Associates (2009) added that the engagement of a staff member strengthens business outcomes. It is a process beyond happiness or satisfaction of a staff member and is oriented towards the required outcome. The member is aware of the business context and works with colleagues for the organization's benefits. The member has a feeling of confidence towards the organization and wants to work for the good of the organization. He also understands the business characteristics and at the same time is determined to develop himself (Institute for Employment Studies (IES, 2007). This is expressed in their willing actions that benefit the organization so that the organizational goal is reached. The workers also have good attitudes towards the organization with the sense of belonging and their want to stay. They readily protect and maintain the reputation and image of the organization, are aware of the organization's future, and have faith towards the goal and values of the organization.

The factors influencing engagement of workers has been studied since the past. Allen and Meyer (1993) stated that the factors include work experiences, skills, dedication towards work, remuneration, relationship, opportunities, and working norms. Hewitt Associates (2009) believed that engagement can be considered through 'Say' – workers positively talk about the organization; 'Stay' – workers want to continue working for the organization; 'Strive' – workers use their attempts and capacity to assist and support the organization's activities. The factors that lead to engagement include leadership, organizational aim or culture, job characteristics, total remuneration, quality of life, opportunities received and relationships (Hewitt Associates, 2004). This research used the concept of Hewitt Associates as the framework for this study of engagement in universities.

Job Satisfaction – Job satisfaction refers to the pleasure or the positive feelings resulting from a person's sense of their job. Job experiences and job satisfaction of personnel are different depending on each person's view (Locke, 1976), and their perception work (Luthans, 1998). Job satisfaction is an attitude that reflects a person's positive or negative attitude towards the job (Greenberg and Baron, 2008).

Herzberg (1959) explained the following: Motivating factors are the factors that create job satisfaction and include acceptance and respect, progress, responsibilities. Hygiene factors are the factors related to dissatisfaction towards the job if not being responded. These include salary, occupational status, relationship with colleagues, and job stability. Manion (2003) also stated that job satisfaction factors can be direct, like the appropriateness of the job and the love of it, as well as indirect, like a person's attitude towards the job and their colleagues. Perrin (2017) added that job satisfaction is the factor propelling work efficiency and organizational success. It is expressed through dedication to work. Yalabik believed that a staff member who has an excessive workload may not be satisfied with the job if he does not receive sufficient attention. This study considered both motivating and hygiene factors related to job satisfaction.

Research Methodology

The quantitative research method was applied in order to know the factors associated with happiness, engagement, relationship with colleagues and job satisfaction of Thai university staff members. The analytical unit was at an individual level. The research population was the 11,406 staff members who at present work in Khon Kaen University (Division of Personnel, Khon Kaen University, 2017) as the study case. The questionnaire used in this research as the research instrument was developed from the concepts, theories, related research studies and the results of the learning and sharing activity previously organized. It is composed of 6 parts: staff characteristics, job characteristics, job satisfaction, the relationship among colleagues, engagement, and happiness. The questionnaire was investigated for its content validity by experts before trial with a group of personnel whose characteristics were similar to the sample group and were from faculties or organizations in the university. The reliability calculated was 0.914, which demonstrated the questionnaire quality and its appropriateness for data collection. Data collection was performed from January to February 2018 with 2,873 staff members, or 72.1 percent of the sample group of 3,989 members (Krejcie and Morgan, 1970). The dependent variables were happiness, engagement, relationship with colleagues, and job satisfaction of the staff members, while the independent variables were personal characteristics. This included gender, age range and educational levels, and job characteristics that included the period of employment and job position.

The descriptive statistics and Bi-variate Analysis were applied based on the Chi-square test which requires the independent and dependent variables to be measured by the Nominal Scale or Ordinal Scale. If any variable was measured by the Interval Scale or the Ratio Scale, it needed to be made consistent with the used statistics. Contingency Coefficient (CC.) was used to indicate the degree of correlation between the variables. The information is presented by description and tabulation.



Research Results

The results presented below cover 6 items: 1) characteristics of staff members, 2) happiness of staff members, 3) engagement, 4) relationship with colleagues, 5) job satisfaction, and 6) factors associated with happiness, engagement, relationship with colleagues, and job satisfaction.

Characteristics of Staff Members

The research results show that most of the staff members (65.6%) were females, whereas 34.4 percent were males. 44.7 percent were in the Generation X (39-53 years old), and interestingly, 35.8 percent were in the Generation Y (20-38 years old) (Mean = 43.5, S.D.= 9.7). The latter possesses a lot of energy, thinks laterally, has high self-confidence and sees the importance of allocation time for work and life. Thus, organization engagement is the issue to be stressed (Jeffries and Hunte, 2003). It was found that over 58.3 percent of the staff members were married, with 43.0 percent having no children, and 35.8 percent having two or more children. It was noted that single staff members accounted for one third or 34.5 percent. The hometown of most of the staff members (64.6%) is Khon Kaen. Most (42.5%) hold a bachelor's degree, 26.0 percent have a master's degree, and 21.2 percent completed a certificate lower than a bachelor's degree. Most do not have the congenital disease, while only 34.5 percent do. The congenital diseases reported are migraine/stress/depression, chronic disease, and muscular-related complaints.

Roughly 72.0 percent of the staff members are supporting staff members whereas 28.0 are academic officers who are responsible for instruction and research. 40.4 percent of the staff members have worked in the university for less than 10 years, 26.0 percent have worked for 21-30 years, and 11.9 percent have worked for more than 30 years (Mean = 16.5, S.D.= 10.6, Median = 15.0).

Happiness of Staff Members

The analysis of staff happiness was performed using the 8 happiness items of Health Promotion Funding Office (2008), namely, happy body, happy heart, happy relax, happy brain, happy soul, happy money, happy family, and happy society. The results show that the majority (69.2%) have a medium degree of happiness. Only 17.7 percent have a high degree of happiness (Mean = 153.0, S.D. = 16.6). This is because some members are undergoing self-adjustment under the turning period of the university to become autonomous. Moreover, the university had a high number of retired personnel and thus more new staff members were recruited.

After investigating each happiness dimension with the mean percentage, the staff members, in general, were found to have a mean happiness score of 76.5. The highest mean is a happy society, at 84.8 percent, which is most likely be due to the fact that most of the staff members are from the province the university is situated in. Thus, they are able to take part in various social activities and be happy. The following high mean scores were found in these dimensions: happy heart, happy soul, and happy family, at 79.3, 78.7, and 77.6 percent, respectively. The happiness dimensions with the lowest mean scores are: happy body and happy relax, at 73.3 and 68.8 percent, respectively. Therefore, these two happiness dimensions should be enhanced.

Engagement

The 3 factors of engagement according to Hewitt Associate (2004) were taken into account including ‘Say’ – speaking about the organization positively, and the tendency to talk to other people positively; ‘Stay’ – wanting to continue working with the organization; and ‘Strive’ – using the utmost attempt to work and performing the best, as well as readily helping and supporting the organization for success. As a whole, engagement of the 55.4 percent of the staff members is at a medium level, while 35.3 percent show high engagement. This is because some staff members have been working at Khon Kaen University for less than 10 years. During this period, there was a change in the administration direction and policies related to staff members' status (Khon Kaen University, 2015).

In terms of ‘Say’, most staff members (57.6%) show a medium level of engagement, and 38.9 percent show a high level of engagement. The staff members love and are proud of their organization/university, feel worried when the organization/ university is commented on negatively. In such a case, they would provide accurate information to protect the organization/university at 95.3 and 94.8 percent, respectively.

In terms of ‘Stay’, most staff members show a medium and high level of engagement at roughly similar scores of 47.6 and 47.0 percent, respectively. They intend to work with the university until retirement and have never thought of resigning in order to work with another organization, even though other places offer higher benefits. The scores in this regard are at the highest and high, i.e., 87.6 and 74.3 percent, respectively. However, there is still one third who think they will resign after they complete their tasks.

For ‘Strive’, most staff members have a medium level of engagement (52.8%) and a high level (38.8%). They are willing and attempt to work towards the goal for the progress of their faculty/ organization/ university and are proud to be working for their faculty/ organization/ university at a high and highest level (97.1 and 97.2%, respectively).



When considering each engagement dimension based on the mean percentage, it was found that in general, the engagement of staff members is 79.3 percent, with the highest being for 'Strive', at 81.9 percent, followed by 'Say' and 'Stay' at 78.7 and 76.5 percent, respectively. Thus, staff members should be encouraged to stay with the organization.

Relationship with Colleagues

In regard to the relationship with colleagues, it was found that over 63.3 percent show a medium level of the relationship while 25.1 have a high level of relationship with colleagues. The important issues in this respect include being reliable and receiving cooperation when asked. The staff members understand individual differences well, so they are accepting and can adjust themselves regularly (87.2%) and often (83.7%). It was noted that the staff members voiced their attitudes towards the work with the faculty or organization, and have planned the work together at 40.0 and 21.2 percent, respectively.

Job Satisfaction

Job satisfaction was considered based on two factors: Motivator Factors – including acceptance and being respected, progress, responsibility, etc; and Hygiene Factors. It was found that 62.0 percent show a medium degree of job satisfaction and 10.8 percent have a low degree of job satisfaction. Job satisfaction is highest and high for the appropriateness of the assigned job at 94.4 percent. Their satisfaction is low and lowest for the appropriateness of welfare and the mechanism set by the organization towards a higher work position at 39.8 and 37.4 percent, respectively.

Factors Associated with Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction of Thai University Staff Members

The Bi-variate Analysis and Chi-square statistics were used to analyse the factors associated with happiness, engagement, relationship with colleagues and job satisfaction of Thai university staff members. Contingency Coefficient (CC.) was applied to indicate the correlation between variables. The findings are as follows:

Analysis of the Gender of Staff Members against Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction

1) **Happiness** – The male and female staff members are happy at a medium level (69.5 and 69.0%, respectively). The percentage of men showing a low level of happiness is 16.3 percent, which is higher than women. This reflects that more women are able to manage their emotions and feelings and adjust themselves accordingly. This finding supports the work by Qian and

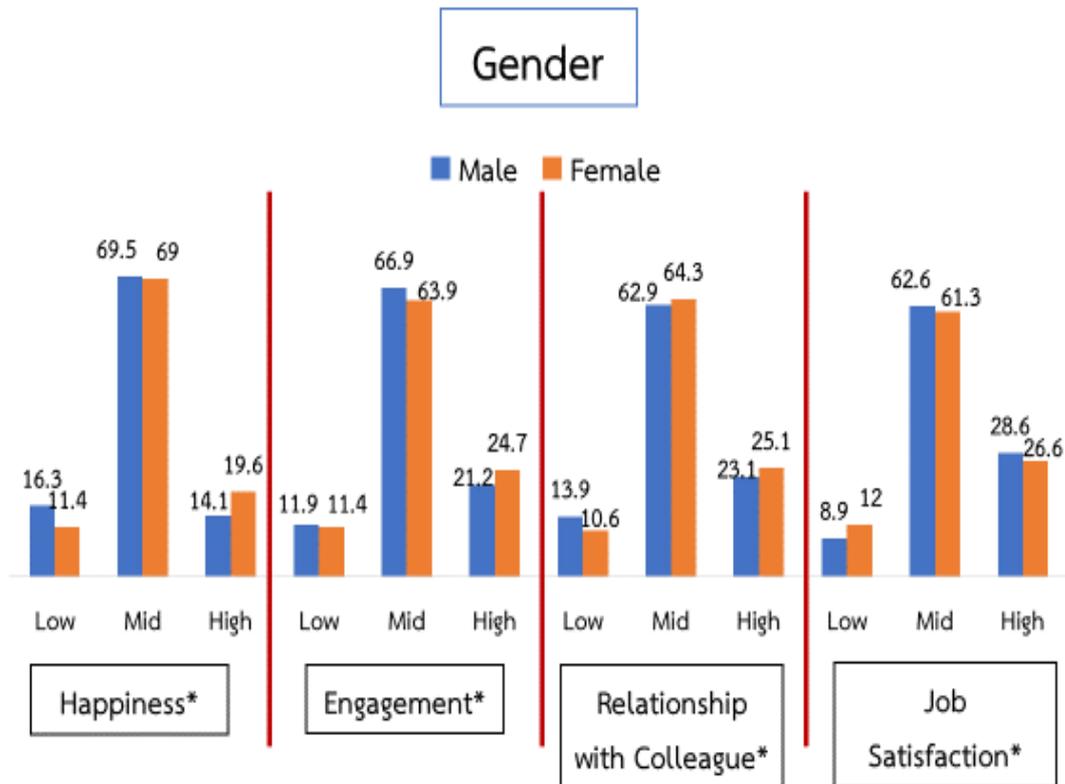
Qian (2014), who found that women adjust themselves and manage their feelings better than men. The two variables were found to significantly correlate at 0.01, with a rather low Contingency Coefficient (CC.) at only 0.089. (Figure 1)

2) **Engagement** – The majority of both men and women in the sample group show medium engagement (66.9 and 63.9%, respectively). However, over one-fourth of women have a high degree of engagement, which is higher than men. This reflects that some women are more engaged in the organization than men because females are usually attentive to organizational details and expect to stay with the organization longer than men. The Bi-variate analysis shows a significant correlation between the two variables at 0.05, with a rather low Contingency Coefficient (CC.) at 0.045. (Figure 1)

3) **Relationship with Colleagues** – The majority of both men and women have a medium degree of relationship with colleagues (62.9 and 64.3%, respectively). Over one-fourth of women show a high degree of relationship with colleagues, which is higher than men. This reflects the fact that women place the importance of building a relationship with their colleagues. Since most of the staff members in the organization are females, relationship building is easy (Gay et al, 2016). The correlation between the variables was found to be statistically significant at 0.05, with the Contingency Coefficient (CC.) being relatively low, i.e., 0.049. (Figure 1)

4) **Job Satisfaction** – Most men and women show a medium level of job satisfaction (62.6 and 61.3%, respectively). However, 12.0 percent of women reported low job satisfaction, which is a higher proportion than that of men. This is because women usually pay attention to details and consider the worthiness of the job (Gray et al, 2016). There is also the fact that the section heads are men, resulting in some women not being satisfied with the job. The correlation between the two variables is significant at the level of 0.05, with a rather low CC. at 0.047. (Figure 1)

Figure 1. Percentage of Thai university’s staff classified by Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction with gender



Analysis of the Age of Staff Members against Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction

1) **Happiness** – The staff members in the sample group including the Gen Y, Gen X, and Gen B, mostly show a medium level of happiness (72.1, 68.5, and 65.0%, respectively). Only 13.7 percent of Gen Y has a high degree of happiness, which is a lower proportion than all other generations. This reflects that the Gen Y staff members are not able to adjust themselves to the work, perhaps because the people in this generation are highly self-confident and love freedom. When they are in an organization where seniority still dominates, they may feel more frustrated than people in other generations. The correlation between the variables is significant at 0.01. The Contingency Coefficient (CC.) is rather low at 0.142, demonstrating that staff members at different ages have different management capacity (Freitas, 2017). (Figure 2)

2) **Engagement** – Most of the staff members in Gen Y, Gen X, and Gen B show moderate engagement (67.7, 63.8, and 61.8%, respectively). Only 16.8 percent of the Gen Y have high engagement, which is a lower proportion than other generations. People in Gen Y do not have much engagement because they have not been with the organization for a long time. They may also be under the adjusting period and pay more attention to the workload and responsibilities.

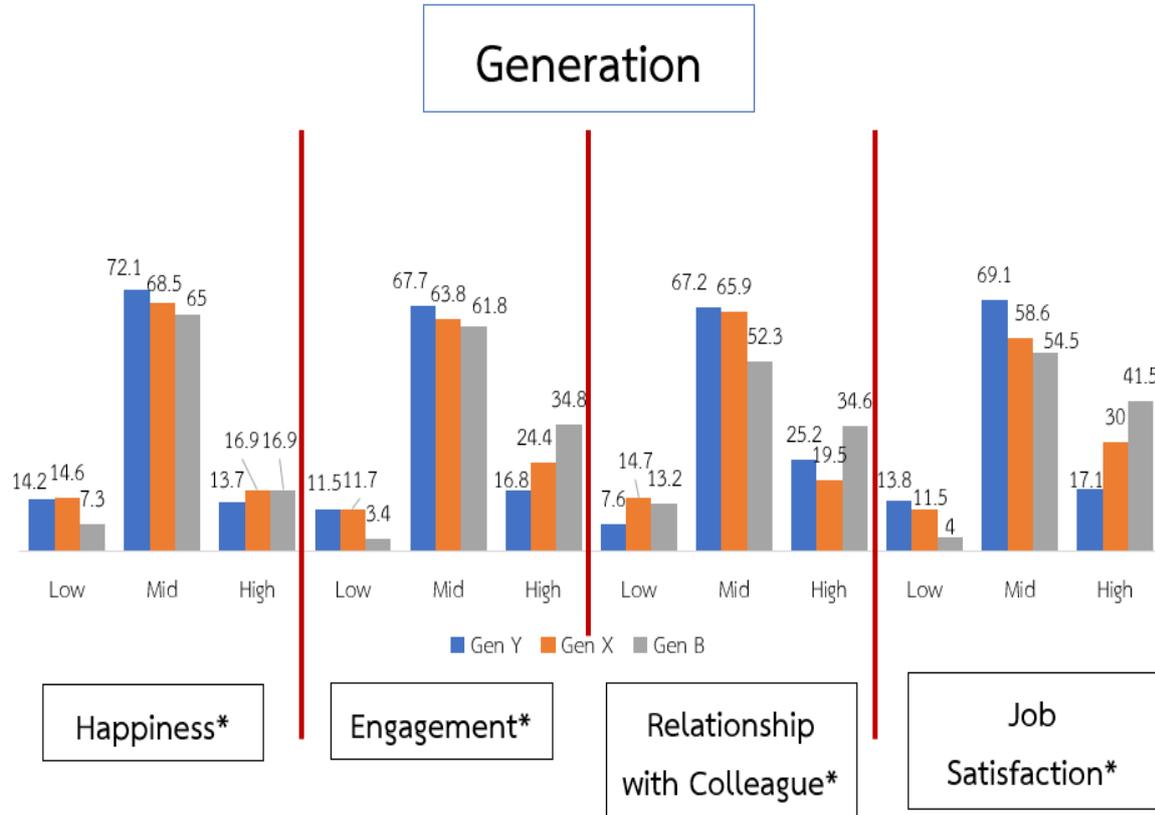


The Bi-Variate Analysis shows a significant correlation between the two variables at 0.01 with the CC. being rather low at 0.181. This supports the study by Arkarabavorn et al. (2014), which states that age range is associated with engagement. Different ages have a different background for thinking. Moreover, the younger generation is not so engaged in the organization and with their colleagues. (Figure 2)

3) Relationship with Colleagues - Most of the staff members in Gen Y, Gen X, and Gen B show a medium relationship with colleagues (67.2, 65.9, and 52.3%, respectively). Only one-fifth of Gen X have a high degree of relationship with colleagues, which is a lower proportion than other generations. Some Gen X staff members are heads of sections and have a higher workload and greater responsibilities (Gray et al, 2016). Being a head of section changes the relationship with colleagues to that of their superior. The correlation between the two variables is statistically significant at 0.01, with a low CC. at 0.160. (Figure 2)

4) Job Satisfaction - Most of the staff members in Gen Y, Gen X, and Gen B show medium job satisfaction (69.1, 58.6, and 54.5%, respectively). Only 17.1 percent of the Gen Y has a high degree of job satisfaction. This proportion is lower than other generations, probably because the age is associated with the length of employment and work experiences. Older people often have higher experience and are able to manage work better than the younger age group. However, this also depends on the characteristics of the job. The Bi-variate Analysis demonstrates a significant correlation between the two variables at the level of 0.01. The Contingency Coefficient (CC.) is rather low at 0.160, which agrees with the study by Greenberg and Baron (2008), which proves that age is an influential characteristic on the degree of job satisfaction. (Figure 2)

Figure 2. Percentage of Thai university’s staff classified by Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction with the generation



Analysis of the Education Level of Staff Members against Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction

1) **Happiness** – The staff members in the sample group at all education levels have a medium degree of happiness. The members with a certificate lower than a bachelor’s degree (20.0%) show a low degree of happiness, which is a higher proportion than other education levels. This reflects that this group feels insecure about their life and employment. The correlation between the two variables is statistically significant at the level of 0.01, with a low CC. at 0.139. However, Michalos (2017) remarked that education may not be the only factor affecting the happiness of people. It depends on how a study defines "education". If only the level of education is accented rather than an individual's capacity, then it cannot be said that education affects happiness. (Figure 3)

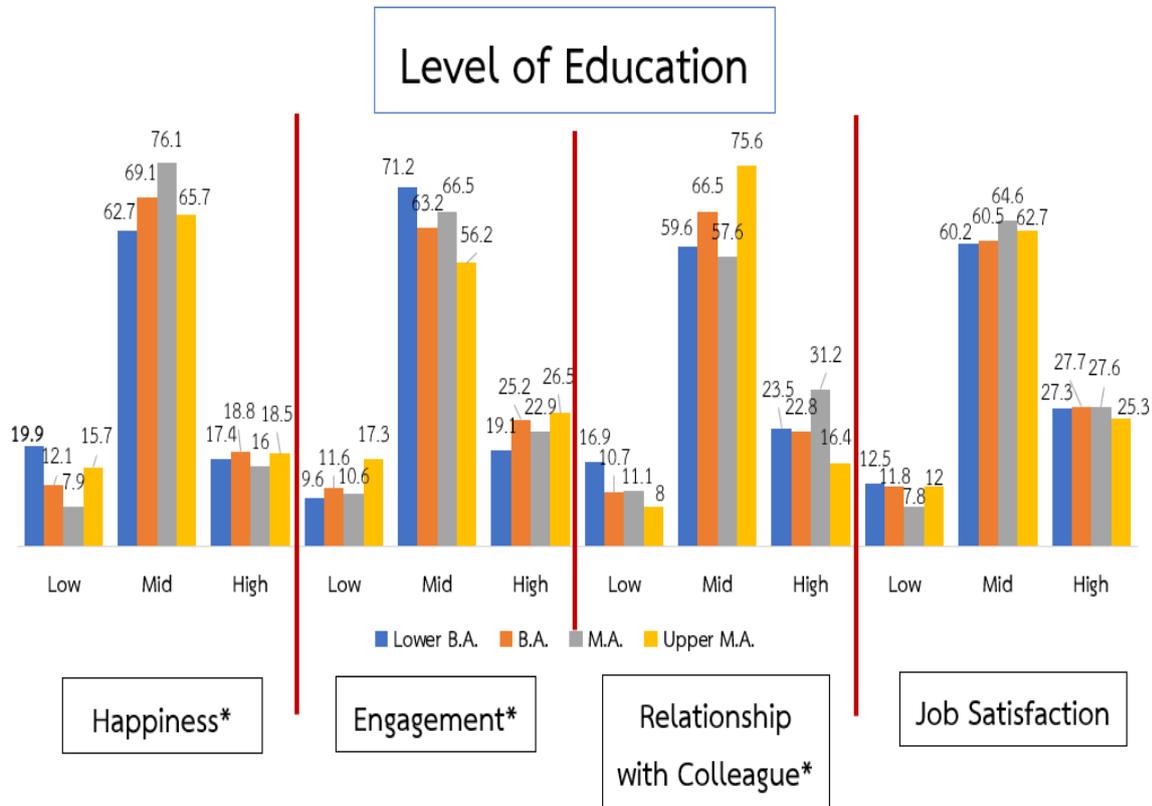
2) **Engagement** – The majority of the staff members completing the education level lower than a bachelor’s degree have a medium level of engagement. Only 19.1 percent of this group show a high level of engagement. This can be due to the fact that they do not feel engaged with the organization since many work as employees; thus being insecure. The test of correlation

between variables shows that the two variables correlate significantly at the level of 0.01, with the CC. relatively low at 0.099. This agrees with the work of Kazemipour, Amin and Pourseidi (2012), who found that the staff members' education level influences engagement. Those holding a higher level of education have access to organizational assets, resulting in a greater sense of love for the organization than those holding a lower level of education. (Figure 3)

3) Relationship with Colleagues – Most of the staff members who hold a bachelor's degree and a doctorate degree or higher have a moderate relationship with colleagues (66.5 and 75.6%, respectively). Only 16.4 percent of those holding a doctorate degree and higher have a high level of relationship with colleagues, which is a lower proportion than the other groups. This is because most of them are academic staff members with a high workload and pay more attention to instruction and research work. Some have also been appointed as administrators and thus have less time to build any relationship with colleagues. The test of correlation between variables shows that the two variables correlate significantly at the level of 0.01, with a low CC. at 0.141. This agrees with the work of You (2016), which states that knowledge, competence and education levels influence the relationship with colleagues because those holding a high degree are able to converse with people in a wider circle. (Figure 3)

4) Job Satisfaction – It was found that 64.6 and 62.7 percent, respectively, of the staff members holding a master's degree or higher, and 60.2 and 60.4 percent of those holding a bachelor's degree or lower have a similar degree of job satisfaction, that is, at a medium level. The correlation test shows that the two variables do not correlate significantly at the level of 0.05. This is consistent with the study by Mutairi, Naser and Al-Enezi (2017), which found that education levels do not influence job satisfaction. Appropriate workload, instead, makes them become satisfied with the job. (Figure 3)

Figure 3. Percentage of Thai university’s staff classified by Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction with the level of education



Analysis of the Job Position of Staff Members against Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction

1) **Happiness** – Most of the academic staff and supporting staff members in the sample group, at 68.7 and 69.3 percent, respectively show a medium degree of happiness. Some academic staff (14.5%) shows a low level of happiness. This is a higher proportion than the supporting staff because the academic staff members have more tension and worries than the supporting staff in terms of their workload and responsibilities (Nattawat, et al, 2018). However, the Bi-variate Analysis does not show any significant correlation between the two variables at the level of 0.05. (Figure 4)

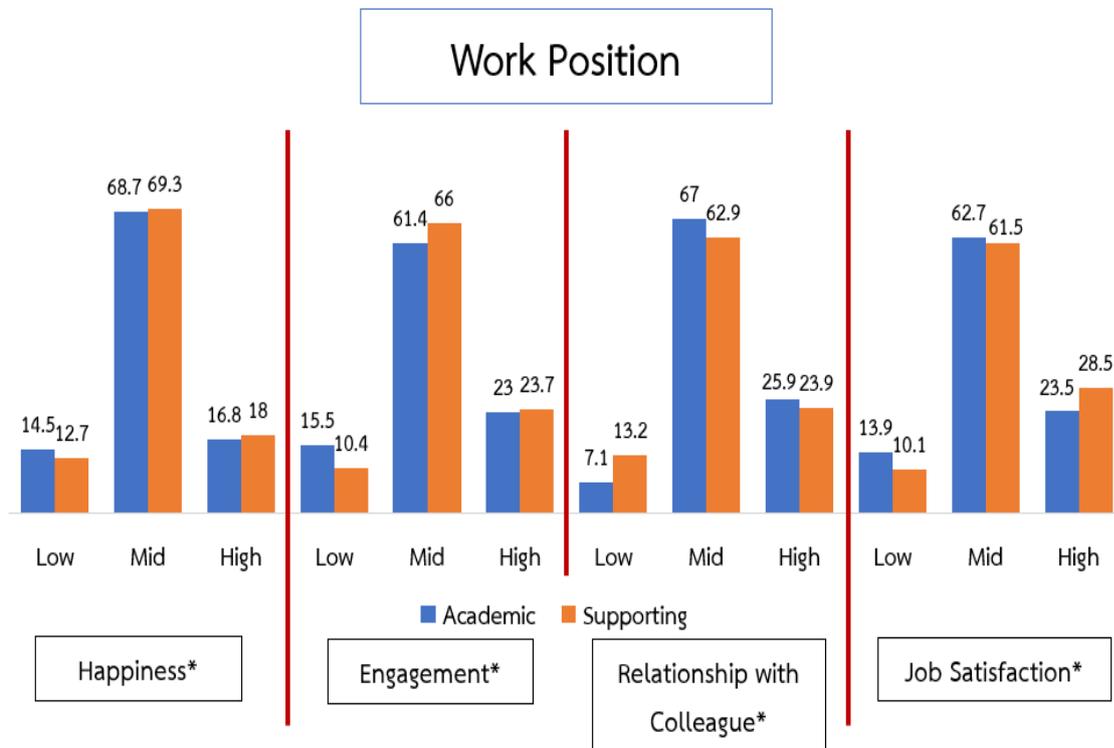
2) **Engagement** – The majority of the academic staff and supporting staff (61.4 and 66.0%, respectively) show a medium level of engagement. It was also found that 15.5 percent of academic staff members have a low level of engagement. This reflects the high workload of academic staff, making some of them being more attentive to the work than the organization. The correlation between the two variables was found to correlate significantly at the level of 0.01, with a rather low CC. at 0.068. This agrees with the study by Othman, et al. (2018), which

demonstrates that personnel working at different levels have different engagement degrees. (Figure 4)

3) **Relationship with Colleagues** - The majority of the academic staff and supporting staff members (62.9 and 67.0%, respectively) show a medium level of relationship with colleagues. Only 15.5 percent of the academic staff have a low level of relationship with colleagues probably because there are limitations in building the relationship. The correlation between the two variables was found to correlate significantly at the level of 0.01, with a rather low CC. at 0.080. This is consistent with the work of Poonchalerm and Chunin (2014) who found that personnel of different positions have a different degree of relationship with colleagues. (Figure 4)

4) **Job Satisfaction** – Most of the academic staff and supporting staff members (62.7 and 61.5%, respectively) show a medium degree of job satisfaction. 13.9 percent of academic staff members show a low degree of job satisfaction, probably because of the tension arising from the high workload that leads to low satisfaction. The Bi-variate Analysis of the two variables indicates a significant correlation at the level of 0.01, with a low CC. at 0.063. (Figure 4)

Figure 4. Percentage of Thai university’s staff classified by Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction with work position



Analysis of the Period of Employment of Staff Members against Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction

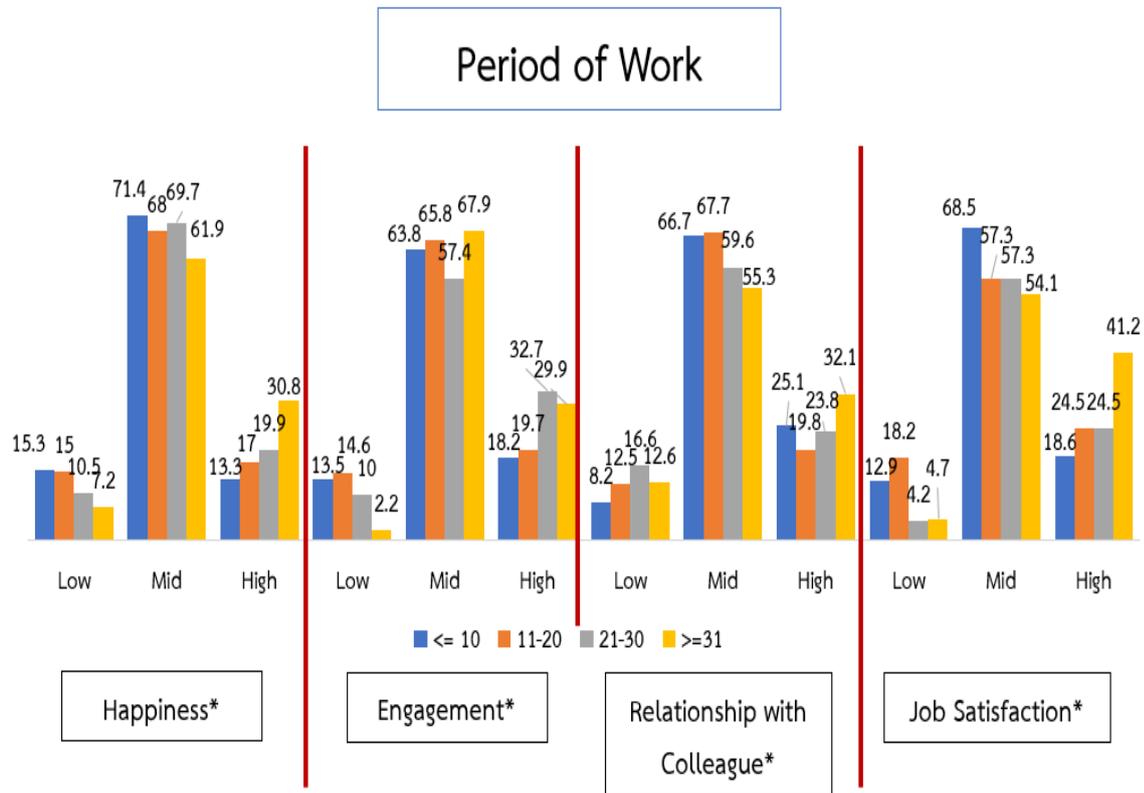
1) **Happiness** – The majority of the staff members who have worked for a period, not over 10 years and those for a period of 21-30 years show a medium degree of happiness (71.4 and 69.7%, respectively). One-third of the staff members who have been with the university for over 30 years show a high degree of happiness. This reflects that this group of members is secure in life and work due to the long period of employment, experience, effective adjustment and management in times of worries. This finding agrees with Warr (2007), who found that the longer one works for an organization, the better understanding of the organizational context and higher ability to adjust to different situations than those whose period of employment is shorter. The Bi-variate Analysis demonstrates a significant correlation between the two variables at the level of 0.01 and a low CC. at 0.152. (Figure 5)

2) **Engagement** – Most of the staff members who have worked for more than 30 years and those who have worked for 11-20 years (67.9 and 65.8%, respectively) show a medium level of engagement. Only 18.2 percent of staff members who have worked for a period of fewer than 10 years have a high level of engagement. This is a smaller proportion than other groups probably because the majority may be under the adjustment period and do not have much engagement (Kazemipour, Amin and Pourseidi, 2012). The correlation between the two variables is significant at the level of 0.01 with a relatively low CC. at 0.177. (Figure 5)

3) **Relationship with Colleagues** – It was found that 66.7 and 67.7 percent, respectively of the staff members who have worked less than 10 years and 11-20 years show a medium level of relationship with colleagues. Only 19.8 percent of those working for 11-20 years have a high level of relationship with colleagues, probably because they are a new working group who may have a problem to adjust to those having been with the organization for a longer period (Gray et al, 2016). The Bi-variate Analysis indicates a significant correlation between the two variables at the level of 0.01, with a low CC. at 0.131. (Figure 5)

4) **Job Satisfaction** – The result shows that 68.5 percent of the staff members who have worked for a period not over 10 years and for a period of 11-20 years have a medium degree of job satisfaction. A high proportion of 41.2 percent of those who have been with the organization for over 30 years shows a high degree of job satisfaction. This is because they have acquired the managerial authority. The Bi-variate Analysis indicates a significant correlation between the two variables at the level of 0.01, with a low CC. at 0.243. This is consistent with the work of Riggio (2011) who found that the period of employment influences the degree of job satisfaction. (Figure 5)

Figure 5. Percentage of Thai university’s staff classified by Happiness, Engagement, Relationship with Colleagues, and Job Satisfaction with the period of work



Conclusion and Recommendations

The research findings indicate that the majority of university staff members are happy, engaged, have a relationship with other colleagues and are satisfied with their job at a medium degree. The dimensions of a happy body and happy relax were found at a low degree and thus should be enhanced so that the personnel will be happier in these two dimensions. This can be done through happiness building activities at the faculty or organizational level. The university should enhance personnel engagement and their wish to stay on with the organization by arranging activities that promote love and a sense of ownership. These activities should draw the attention of people in Generation X and Generation Y.

The research also demonstrates that happiness, engagement, relationship with colleagues and job satisfaction are associated with gender, generation, and the period of employment. Therefore, relevant organizations should appropriately improve certain dimensions for each target group. The groups that should be on agenda include: men, those in the Generation Y, those whose education level is lower than a bachelor degree, academic staff, and the staff members who have been employed less than 10 years. The reason for this is that the proportions



of these groups in terms of happiness, engagement, relationship with colleagues and job satisfaction were found at lower degrees when compared to other groups.

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