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**Factors Influencing the Happiness of Employees in the Workplace:  
A Case Study of the Substation Civil Work Department and Construction Support  
Department of Electricity Generating Authority of Thailand (EGAT)**

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### **Abstract**

Due to the working conditions in the electric power sector today, they have evolved far and become more competitive for the survival and growth of the organization. As a result, employees in the organization must work harder, be alert, and assign tasks with high responsibility, resulting in stressful conditions at work. This study aims to explore the factors influencing employees' happiness in the workplace: A case study of the Substation Civil Work Department and Construction Support Department of the Electricity Generating Authority of Thailand (EGAT). The researchers collected data and information from a sample group of EGAT employees who worked in the division in charge of the Transmission Systems Construction Division (TSCD) with the population of 140 and the sample size is 104. The researchers applied quantitative and qualitative methods designed from the literature resources to create questionnaire and qualitative interview set adapted Appreciative Inquiry Model. This study expects to highlight the relationship between six independent variables: collaboration, growth potential, work atmosphere, work-life balance, salary and welfare, and Recognition that may affect employees' happiness at work. The findings resulted in the research found that the current situation shows that collaboration and work-life balance have a relative effect on employee happiness in the workplace.

**Keywords:** employee happiness, happiness in the workplace, collaboration, growth potential, work atmosphere, work-life balance, salary and welfare, recognition

### **Introduction**

This study was conducted in the selected State-Owned Enterprise, The Electricity Generating Authority of Thailand (EGAT), focusing on the factors influencing employee happiness in the workplace of the Transmission System Construction Division of EGAT in the present situation.

Understanding the relationship between quality of work life and happiness is necessary for companies because the relationship between the world of work and people's subjective well-

being will help organizations design strategies that allow them to succeed.

(Mendoza-Ocasal, 2022). mention happy and healthy individuals reflect happiness in everything they perform and articulate. Employees who wake up in a fresh, inspired, and happy mood can have their brains run at full pace and ability, allowing them to be more productive and work better (Shyla, 2021).

### **Background of the Study and Problem Statement**

The current working conditions in the electric power sector business are more competitive. For the survival and growth of the organization, as a result, the employees have to work harder, awakening and assigning tasks with high responsibilities. These things result in a stressful state of work. Happiness is what everyone desires, especially happiness at work since most of us spend almost our days at work. If employees are not happy at work, it can create a stressful atmosphere; conflict results in unsuccessful operations of the organization in the same direction. Human resources in EGAT are, therefore, valuable and must be preserved. If these human resources are happy to work, it will result in a good work direction. Therefore, the researchers are interested in researching factors influencing the happiness of employees in the workplace EGAT in order to be able to use the information obtained from the research to enhance the happiness of employees in the workplace.

### **Organizational Background**

The Electricity Generating Authority of Thailand (EGAT) was established in accordance with the Electricity Generating Authority of Thailand Act of 1968. Since May 1, 1969, EGAT has been a state energy enterprise under the Ministry of Energy, with the Ministry of Finance being a major shareholder. The main business is in the area of production procurement and delivery of electrical energy to the Metropolitan Electricity Authority (MEA), Provincial Electricity Authority (PEA), electricity users as specified by law, including nearby countries such as Malaysia, etc., various operations related to energy and electricity production services and selling lignite or chemical substances from lignite under the framework of the EGAT 1968 and most recently revised in 1992. A state-owned enterprise has its own identity regarding working style, organization structures, and corporate culture and governance. The research analyzes the factors influencing employees' happiness in EGAT's workplace. They are facing the increasing stress challenge of dealing with more workloads for fewer people and adapting to various environments that change rapidly, including new competitors and emerging technologies. Various factors affecting employees' happiness at work can indicate that the organization will be successful and go in the same direction.

### **Background of the Transmission System Construction Division**

The Transmission System Construction Division has duties and responsibilities in constructing and developing electrical systems. This includes buying, hiring, building, installing, and controlling contractor work to ensure quality and standard according to requirements and to have an electrical system that can distribute electrical energy stable and throughout the country, including conducting business related to electrical transmission

systems for hire or joining business with other agencies, whether private or government, both domestic and international, in the form of construction, installation, consulting, and control of work with consideration to the environment, safety, occupational health and working environment for the benefit of the business within the objectives of EGAT.

### **Research Objectives**

1. To find out the significant factors influencing employee happiness in the workplace of the Substation Civil Work Department and Construction Support Department of EGAT.
2. To get insight into employee happiness in the workplace of the Substation Civil Work Department and Construction Support Department of EGAT.
3. To provide recommendations for enhancing employee happiness in the workplace of the Substation Civil Work Department and Construction Support Department of EGAT.

### **Research Questions**

1. What are the factors influencing happiness in the workplace?
2. What is the situation of employee happiness in the workplace?
3. What are recommendations to enhance employee happiness in the workplace?

### **Scope and Limitation of the Study**

In this research study, the researchers have defined the scope of the study as the population used in this study are employees of the Electricity Generating Authority of Thailand in the Substation Civil Work Department and Construction Support Department of EGAT, a total of 140 people. The time frame for gathering data and research for the researchers is quite limited (2.5 months). The researchers must manage all the processes in the available time. Moreover, the research context focused on the Transmission System Construction Division of EGAT, which is the limitation to applying the research findings to other organizations, especially the different industries from EGAT Organization.

### **Definitions of Variables Terms Used in the Research**

#### ***Collaboration***

How people interact while working together as a form of coordinating work to be consistent both within and between work groups. The heart of the work is collaboration to complete the organization's common goals. It is having good relationships among people in groups in the organization. (Sawaengphol, 2011)

#### ***Growth Potential***

An opportunity to grow in a career path, get a position, or have a higher job role. Growth potential is that the organization supports employees who have good work potential. The right of employees to grow in their jobs is respected, and having the opportunity to grow at work will result in job satisfaction. (Kuna, 2019)

#### ***Work Atmosphere***

The atmosphere, environment, and tools that help create a clean, safe workplace are factors that motivate employees to work fully and efficiently (Kuna, 2019)

***Work-Life Balance***

Employees being free to manage their work and personal lives with perfect working hours that do not affect personal time. A flexible work schedule can be adjusted at any time. (Thomas, 2022)

***Salary and Welfare***

What the organization gives to employees is salary and compensation in the form of money such as bonuses, allowances, overtime pay, extra pay, and risk allowance, including other benefits such as child education expenses, medical expenses, house rent, and facilities that support work. (Sawaengphol, 2011)

***Recognition***

People at work need sincerity, treating well both in front and behind, and respecting each other. (Sawaengphol, 2011)

***Employees Happiness***

A fairly straightforward concept referring to the state of having a positive attitude and outlook on one's work. Happy people are excited to go to their workplace. They enjoy what they do and the people they work with. They have high levels of employee engagement and job satisfaction. (HR Glossary, 2023)

**Literature Review**

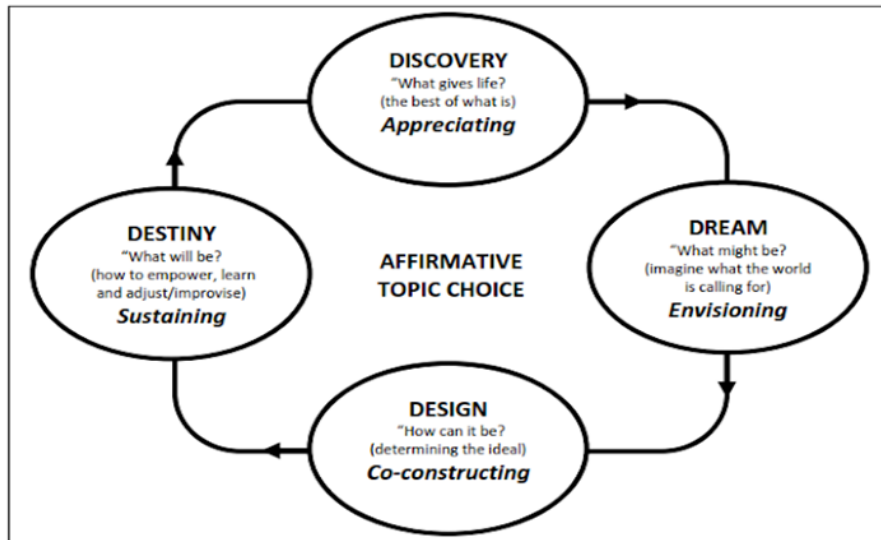
This second chapter presents the previous academic works on which the study was based. This previous research sets out definitions and theories that can be used to explain the focal organization's current situation and find ways to work toward its aspirations and goals. The literature review begins with a theoretical framework of employee happiness and then defines and reviews key constructs related to the outcomes. These key constructs include employee happiness, collaboration, growth potential, work atmosphere, work-life balance, reward, and recognition.

**Theories related to the research**

(Banton, 2022) said that appreciative Inquiry seeks a positive approach. The model uses analysis that focuses on the best and most effective aspects of living systems and organizations at a societal level. Appreciative Inquiry discovers the untapped positive potential of an organization. For example, a model might focus on a system's opportunities, assets, spirit, and value. The discovery of potential harnesses the energy needed to facilitate a change rooted in breakthrough, discovery, and innovation. Appreciative inquiry (AI) represents positive and collaborative techniques to improve leadership and implement organizational and societal change. The method boosts innovation in organizations by analyzing best practices, strategic planning, organizational culture, and initiatives. Appreciative inquiry has also been used with non-profit and NGO initiatives across global regions and industry sectors.

**Figure 1**

*Example Ai 4-D Model Application: Discovery, Dream, Design, and Destiny.*



**Source:** (Solano, 2023). Appreciative Inquiry for Planning. Continuous Learning Institute.

**Discovery:** The purpose of discovery is to search for, highlight, and illuminate those factors that give life to the organization, the ‘best of what is’ in any given situation. The list of positive topics for discovery is endless.

**Dream:** When the best of what is has been identified, the mind naturally begins to search beyond this and envision new possibilities. Because the dreams have been cued by asking positive questions, they paint a compelling picture of what the organization could and should become.

**Design:** Once people’s hopes and dreams have been articulated, the task is to design the organization’s social architecture norms, values, structures, strategies, systems, patterns of relationship, and ways of doing things that can bring the dreams to life.

**Destiny:** The Destiny phase represents the conclusion of the Discovery, Dream, and Design phases and the beginning of an ongoing creation of an appreciative learning culture. The AI model suggests that destiny is about a “shared positive image of the future, where everyone is invited to align his or her interactions in co-creating the future.”

**Related Studies**

A Study of Motivation and Environment Factors Affecting Operational Employees Work Happiness in Commercial Banks. Who said that workplace happiness is something everyone desires. From executives to employee levels because everyone spends a lot of time at work. Many factors make people in an organization happy. The organization will be successful because the driving factor is happiness. The organization, therefore, pays attention to the various problems of its personnel and must solve them by focusing on the employees in the organization. It was found that achievement of work, recognition, growth potential,

salary/welfare, and work environment are the main topics of study in the article of that content as for other topics that were not selected because they are already part of the main topics above. (Sukapai, 2016)

A Study of Personal Factors, Motivation, and Relationship with Coworkers Influencing Happiness at Work: A Case Study of Khanasrinuwat Fisherman Village in Sattahip mentioned that people can work well and efficiently depending on individual satisfaction. To achieve goals and be effective, managers must know what satisfies them. If there is job dissatisfaction, it will result in low productivity and people not being interested in work. It was found that achievement of work, growth potential, recognition, compensation, and work atmosphere are the main topics of study in the article of that content as for other topics that were not selected because they are already part of the main topics above. (Chandragholica, 2016)

Factors Related to Happiness at Work of Private Employees in Mueang District, Samutprakarn Province. Demonstrated that many theories about the factors that influence happiness at work. The above factors affect a good quality of life, which must cover all aspects, such as physical, mental, social, and spiritual. It was found that salary/welfare, work atmosphere, growth potential and stability, and work-life balance are the main topics of study in the article of that content as for other topics that were not selected because they are already part of the main topics above. (Chupakcharoen, 2019).

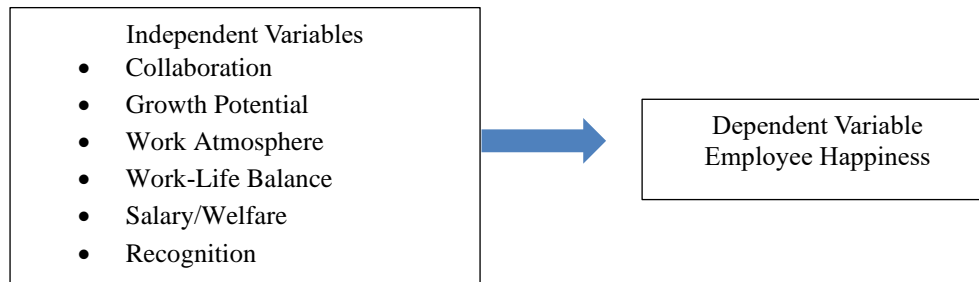
The Differences of Factors Influencing Employees' Happiness, which contains factors influencing employees' happiness linked to SWB: factors related to total compensation and organizational commitment, also linked to PSB: self-realization and health concerns. It is a study of a new perspective based on the concept of happiness according to identity and belief, which believes a person's happiness framework is based on their well-being and mental well-being. It found that total compensation, self-realization, and health concerns are the main study topics in the article of that content. Other topics were not selected because they are already part of the main topics above (Shu, 2013).

### **Conceptual Framework**

The researchers adopt the framework from the above previous studies frameworks then construct the conceptual framework. The researchers have integrated the corresponding conceptual frameworks, thus creating the independent variables which are collaboration, growth potential, work atmosphere, work-life balance, salary and welfare, and recognition while the dependent variable is employee happiness.

**Figure 2**

*The Conceptual Framework*



Source: Developed for this research

**Statistical Hypotheses**

**Table 1**

*Hypotheses*

Hypotheses	
H1 <sub>o</sub>	Collaboration has no significant effect on the happiness of employees in the workplace.
H1 <sub>a</sub>	Collaboration has a significant effect on the happiness of employees in the workplace.
H2 <sub>o</sub>	Growth potential has no significant effect on employees' happiness in the workplace.
H2 <sub>a</sub>	Growth potential has a significant effect on the happiness of employees in the workplace.
H3 <sub>o</sub>	Work atmosphere has no significant effect on employees' happiness in the workplace.
H3 <sub>a</sub>	Work atmosphere has a significant effect on the happiness of employees in the workplace.
H4 <sub>o</sub>	Work-life balance has no significant effect on employees' happiness in the workplace.
H4 <sub>a</sub>	Work-life balance has a significant effect on the happiness of employees in the workplace.
H5 <sub>o</sub>	Salary/welfare has no significant effect on employees' happiness in the workplace.
H5 <sub>a</sub>	Salary/welfare has a significant effect on the happiness of employees in the workplace.
H6 <sub>o</sub>	Recognition has no significant effect on the happiness of employees in the workplace.
H6 <sub>a</sub>	Recognition has a significant effect on the happiness of employees in the workplace.

**Research Methodology**

The components of the research methodology include research design, population and sample size, research instruments, reliability and validity tests of the research instruments, including the data treatments for both quantitative and qualitative.

**Population, Sample Size, and Sampling Method**

The target population of this study is the employees at all levels in the Substation Civil Work Department and Construction Support Department under the Transmission System Construction Division. The total number of selected employees as the population is 140 and the sample size is 104.



## Data Collection

Sampling Procedures is convenience sampling as the researchers collect by online questionnaire and individual interview from the respondents.

## Quantitative Research

This research adopting previous study sources such as academic journals, articles, research, and the internet then provided a convenient link and QR code for the respondents to answer the questionnaire with Five-point Likert Scale as the research instrument and descriptive analysis was applied including Multiple Liner Regression as the statistical treatment. The validity test from 3 experts and the reliability test were applied before the distribution of the questionnaire.

## Qualitative Research

The researchers select six persons at the management level in the selected department. The 4 questions were designed based on the Appreciative Inquiry Perspectives. The questions are as following;

1. Discovery: What is your best experience for having happiness in the workplace?
2. Dream: In your opinion, what do you see as motivating yourself to be happier working in your organization in the future?
3. Design: How could you do to make employee in the organization gain more happiness at the workplace?
4. Destiny: What would the organization be like if all employees had sustainability and happiness in the workplace?

## Reliability Test

The questionnaire was pilot-tested on 30 people

**Table 2**

*Reliability Statistics for the Factors in the Study Survey Results*

Variable	Number of Items	Cronbach's Alpha	Reliability
Collaboration (CO)	5	0.952	Reliable
Growth Potential (GP)	5	0.880	Reliable
Work Atmosphere (WA)	5	0.944	Reliable
Work-Life Balance (WL)	4	0.916	Reliable
Salary and Welfare (SW)	3	0.920	Reliable
Recognition (RE)	5	0.945	Reliable
Employee Happiness (EH)	3	0.806	Reliable

Table 2 describes the result of Cronbach's alpha of each variable, it can be concluded that collaboration, work atmosphere, work-life balance, salary and welfare, and recognition have results of 0.9 and above, which is considered to be in the suitable range and the questions

are consistent with the variables. At the same time, growth potential and employee happiness are 0.880 and 0.806, which means that the question is fairly consistent with the variable and acceptable reliability. Therefore, it can be concluded that all questions in the questionnaire have acceptable reliability.

### Validity test

The validity test from 3 experts was applied before the reliability test and Item of objective congruence (IOC) is the process that the researcher needs to conduct to assess the questionnaire's structure and questions. It is used to support and check the unity of the questions by three specialists. It would be the instrument that measures the validity of each item. The procedure invited three specialists' opinions about the congruence of research objectives and the definition of the term. The acceptance of the result must be up to 0.66

## Results and Discussion

**Table 3**

*Research findings from Multiple Linear Regression*

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	Sig	VIF
	(B)	Std .Error	(Beta)		
Constant	1.24477	0.6019		0.040	
Collaboration	0.31918	0.1633	0.22154	0.049	1.81
Growth Potential	-0.01742	0.1359	-0.01816	0.898	2.82
Work Atmosphere	0.02817	0.1290	0.02442	0.828	1.76
Work-Life Balance	0.27866	0.0848	0.36770	0.001	1.76
Salary and Welfare	-0.00185	0.1080	-0.00191	0.986	1.73
Recognition	0.09548	0.1408	0.09341	0.499	2.67
<b>R</b>	0.557				
<b>R Square</b>	0.310				
<b>Adjusted R Square</b>	0.267				

### Dependent variable :Employees happiness.

According to the results organized in Table 3,  $R^2$  is 0.31, which means in the independent, the significant variables can explain the dependent variable at 31%. Work-life balance is the most critical factor influencing employees' happiness (sig = 0.001, Beta = 0.36770), followed by collaboration (sig = 0.049, Beta = 0.22154)

**Table 4**

*Summary of Hypotheses Testing*

Hypotheses	P Value (Sig)	Hypothesis testing result	Beta	Rank of Influence (Only for significant values)
H1 <sub>0</sub> Collaboration has no significant effect on employees' happiness in the workplace.	0.049	Rejected H1 <sub>0</sub>	0.22154	Second
H2 <sub>0</sub> growth Potential has no significant effect on employees' happiness in the workplace.	0.898	Failed to reject H2 <sub>0</sub>	-0.01816	Not significant
H3 <sub>0</sub> Work Atmosphere has no significant effect on employees' happiness in the workplace.	0.828	Failed to reject H3 <sub>0</sub>	0.02442	Not significant
H4 <sub>0</sub> Work-Life Balance has no significant effect on employees' happiness in the workplace.	0.001	Rejected H4 <sub>0</sub>	0.36770	First
H5 <sub>0</sub> Salary and Welfare does not significantly affect employees' workplace happiness	0.986	Failed to reject H5 <sub>0</sub>	-0.00191	Not significant
H6 <sub>0</sub> Recognition has no significant effect on employees' happiness in the workplace.	0.499	Failed to reject H6 <sub>0</sub>	0.09341	Not significant

The value of significance on the dependent variable based on the p-value is 0.05 or less. Based on the statistical data, the value of collaboration is 0.049, growth potential is 0.898, work atmosphere is 0.828, work-life balance is 0.001, salary and welfare are 0.986, and recognition is 0.499. The result indicates that the p-value of collaboration and work-life balance are less than 0.05. Therefore, work-life balance and collaboration have a significant influence on employee happiness.

**Table 5**

*Summary of the Highest Mean Value of Variables*

No.	Questions of happy working levels.	N	Mean	Std .Deviation
CO2	I am encouraged to support my team members.	104	4.63	0.484
GP5	I am recognized and praised when I perform well.	104	4.12	0.780
WA5	My organization has adequate workplace protection and security precautions in place.	104	4.30	0.652
WL1	I can appropriately manage my time for work, personal, family, and society.	104	4.22	0.892
SW2	My compensation and welfare are factors that lead to my work's success.	104	4.19	0.725
RE1	I can express my opinions to co-workers and supervisors.	104	4.33	0.660
EH1	I feel satisfied with the work I do by feeling pleased at work.	104	4.38	0.687

This table shows the findings from 104 respondents of a Case Study of the Substation Civil Work Department and Construction Support Department of the Electricity Generating Authority of Thailand (EGAT) on the dependent and independent variables. The highest mean of each variable indicates the factors influencing employees' happiness in the workplace of the Substation Civil Work Department and Construction Support Department of EGAT.

**Table 6**

*Summary of qualitative results from individual interview*

<b>4D</b>	<b>Qualitative Data (Interview Questions)</b>	<b>Qualitative (Summary Results of the Common Themes)</b>
Discovery	What is your best experience for having happiness in the workplace?	<ol style="list-style-type: none"> <li>1. Pride from participation.</li> <li>2. A sense of brotherhood.</li> <li>3. A good colleagues and a good working atmosphere.</li> </ol>
Dream	In your opinion, what do you see as motivating employees to be happier working in your organization in the future?	<ol style="list-style-type: none"> <li>1. Fair compensation and welfare.</li> <li>2. Work stability.</li> <li>3. A good work atmosphere.</li> <li>4. A good colleague and supervisor feel like family.</li> <li>5. Be trusted to carry out appropriate tasks.</li> </ol>
Design	How could you do to make employee in the organization gain more happiness at the workplace?	<ol style="list-style-type: none"> <li>1. Adjust the work format to support the present.</li> <li>2. Supporting tools and technology that facilitate.</li> <li>3. Adapting to each other in both the management and workers.</li> </ol>
Destiny	What would the organization be like if all employees had sustainability and happiness in the workplace?	<ol style="list-style-type: none"> <li>1. The organization achieves the common goal.</li> <li>2. The work and people are efficient.</li> <li>3. Has a mutual respect.</li> </ol>

Table 6 presents the results of interviews with 6 management employees from the Substation Civil Work Department and Construction Support Department of EGAT under the set of 4 questions complying with the Appreciative Inquiry Model.

## **Conclusions and Recommendations**

### **Juxtaposition to Reach the Research Objective**

The primary objective of this research is to find out the significant factors that affect employee happiness in the workplace of the Substation Civil Work Department and Construction Support Department of EGAT. To get insight into employee happiness in the workplace of the Substation Civil Work Department and Construction Support Department of EGAT and to provide recommendations for enhancing employee happiness in the workplace of the Substation Civil Work Department and Construction Support Department of EGAT. According to the hypotheses testing, the results show that the significant factors influencing employee happiness in the workplace are collaboration and work-life balance; the variables most influence employee happiness of the Substation Civil Work Department and Construction

Support Department of EGAT. From the results of the qualitative analysis, it was found that most respondents stated that happiness at work was the work they do helping organizations and colleagues, a feeling of brotherhood in the workplace, and coming to work with good colleagues and a good working atmosphere. The researchers were able to analyze the consistency and found that work-life balance and collaboration are factors that make employees happy at work, whether from the experiences that occur, the motivation that affects future happiness, and how to inspire happy employees and predict sustainable happiness in the workplace. Moreover, it was revealed details that most of the interview respondents viewed the organization should make the employees happier by clearly adjusting the working style, using technology to support current work, and adapting to employees by being open to listening to their opinions and then creating a common goal and accomplish that goal.

### **Recommendation of the OD Intervention for Future Development**

From the analysis results, it is found that the current situation shows that collaboration and work-life balance have a relative effect on employee happiness in the workplace, to keep the organization sustainable happiness, the researchers devised recommendations from the data analyzed from the results of quantitative part by questionnaire and data analysis of qualitative part by interviews are given to the organization for use in improving the happiness at work of all employees, leading to sustainable results of work and efficient people as follows:

1. Arrange work appropriately and have a work-life balance derived from the results of data analysis in the quantitative results questionnaire in this research.
2. A policy to promote collaboration by focusing on building good relationships within the organization derived from the results of data analysis in the quantitative results questionnaire in this research.
3. The organization should make the employees happier by clearly adjusting the working style, use technology to support current work, and must adapt to employees by being open to listening to their opinions then create a common goal and accomplish that goal derived from the results of the qualitative results in this research.

### **Recommendation for Further Study**

The current research studied a sample group of the Substation Civil Work Department and Construction Support Department of EGAT. This result can be extended in the next research by studying sample groups in other departments within EGAT to summarize the overall happiness of employees in the organization broader and deeper. Moreover, because the research method in this study yielded satisfactory results, it should be used for further study in various businesses and industries to explore and study the factors influencing employees' happiness from various organizations and industries. Employee happiness at the workplace is important for every organization. Organizations and management should, therefore, pay more attention to enhancing employees' happiness in the workplace.

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