

A Study of Factors Influencing Happiness at Work for Supervisors: Hitachi Industrial Technology (Thailand) Co., Ltd.

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Abstract

This research aimed to study factors influencing happiness at work for supervisors of Hitachi Industrial Technology (Thailand) Co., Ltd. through random sampling from 169 supervisor-level employees of Hitachi Industrial Technology (Thailand). The questionnaire was used as a data collection technique, using SEM, or structural equation modeling, to examine the data. The results showed that the level of happiness at work among the respondents was high, and structural validity was consistent with the empirical data. The concordance index was chi-squared at 13.21, $df = 5$, $p\text{-value} = 0.86$, $TLI = 1.12$, $GFI = 0.96$, $CFI = 1.06$, $SRMR = 0.03$, and $RMSEA = 0.02$. The factors that directly and positively influenced each other were of statistical significance at 0.05: 1) relationships at work; 2) recognition; 3) career advancement; 4) work environment; and 5) job characteristics, respectively.

Keywords: factors influences; happiness at work; supervisors

Introduction

In any organization, there will always be goals for the organization to be successful based on economic, social, cultural, and environmental variables. Human resources are an important variable in the performance of an organization that will lead it to success. Everyone in a business, from executives to employees, spends the majority of their time at work. This frequently results in tension, conflict, and pressure, ultimately tiring their body and mind, particularly their mental condition. On the other side, if employees are in an atmosphere that is favorable to work, such as a nice working environment, balancing workloads, or addressing welfare requirements, this will

help alleviate stress and pressure and boost employee performance. As a consequence, the corporation may meet its objectives while also retaining people.

Happiness at work is caused by feelings in the mind of the person while working, such as enjoying and being satisfied, being at ease, having fun, and having faith in the work. This leads to job satisfaction and success for the organization (Warr, 1990, cited in Suebsuk, 2005). Creating happiness in the workplace is an important part of a company's success. If the company's employees are happy, both the quantity and quality of their work will improve. Research by Oxford University's Saïd Business School, in collaboration with British multinational telecoms firm BT, has found that workers are 13% more productive when happy (University of Oxford, 2022). As well, a team of researchers from the University of Warwick also discovered that happiness increased productivity by about 12% (Oswald et al., 2015).

Hitachi Industrial Technology (Thailand) Co., Ltd. is a company that has implemented the Happiness at Workplace Project for a long time and has been operating continuously. The company will organize various activities both within and outside the company. The objective is to make employees happy at work so they can be fully operational and efficient. And most importantly, when employees are happy at work, it inevitably results in employee engagement, which helps reduce the number of employees who resign from work and reduces the cost of training new employees as well.

For the reasons mentioned above, the researchers are interested in studying factors influencing happiness at work among supervisors at Hitachi Industrial Technology (Thailand) Co., Ltd. as a guideline for promoting happiness at work among employees, especially at the supervisory level, and to know the problems of supervisory-level employees. This will help reduce stress during operations and prepare to solve problems between employees and the organization in the future.

Objective

1. To study the level of happiness at work among supervisors, Hitachi Industrial Technology (Thailand) Co., Ltd.
2. To study factors influencing happiness at work of supervisors, Hitachi Industrial Technology (Thailand) Co., Ltd.

3. To study the influence of factors on the happiness at work of supervisors, Hitachi Industrial Technology (Thailand) Co., Ltd.

Literature Reviews

Happiness at work may be characterized as a sense of safety, security, and comfort. Employee participation rises when a firm aids them in preserving their well-being. Al Maktoum's (2017) book provides an understanding of the different aspects of happiness, including personal and societal, which has implications for investigating an individual's satisfaction in the context of interactions with others. Additionally, this work explains the model of happiness that can be achieved through proper life habits such as positivity, providing implications for organizations to create environments that foster this attitude. The culture that guides the interactions of employees within companies can be altered to enhance happiness by applying appropriate models of happiness. The article by Bader et al. (2013) examines the topic of friendship in the workplace as an element that helps foster happiness within organizations. The findings contribute to this research by providing implications for understanding interpersonal communications within a work environment.

Phromsri (2010) proposes that the following factors contribute to employee happiness at work: 1) Colleague kindness and support 2) Job satisfaction 3) An effective leader 4) A healthy work-life balance 5) Diverse job opportunities 6) Have faith that you are accomplishing something worthwhile 7) Believe that what we do makes a difference 8) Contribute to the team's success 9) Recognized for achievements; and 10) Generous salary.

Phasukyeud (2006) commented that the main factors that make people work happily are as follows: 1) Body of work; 2) Work culture 3) Environmental factors; and 4) Leadership.

The study by Manion (2003) found that the work environment has a very high impact on happiness at work, as do leadership and job characteristics, as well as Tangmalai (2010). Harnsomsakul (2007), Ongkana (2006), Chuenboon et al. (2013), Waichareon (2010), and Suebsuk (2005) presented the findings of a study that found that the working environment, job characteristics, and relationships at work were all related to happiness at work, while Saechua (2010), Malairungskul (2009), and Rodtiang (2007) argue that not only the work environment, job characteristics, and relationships at work but also recognition, and career advancement are also related to happiness at work.

Based on the results of the research above, the researchers selected the variables used in this research as follows: 1) work environment; 2) recognition; 3) job characteristics; 4) career advancement; and 5) relationships at work.

Conceptual Framework

This study used a quantitative approach. The researcher formulated a research framework based on the concepts and theories of Bader et al. (2013), Tangmalai (2010), Harnsomsakul (2007), Ongkana (2006), Chuenboon et al. (2013), Waichareon (2010), Suebsuk (2005), Saechua (2010), Malairungskul (2009), and Rodtiang (2007). The independent variables are 1) work environment, 2) recognition, 3) job characteristics, 4) career advancement, and 5) relationships at work, and the dependent variable is happiness at work. Here are the specifics:

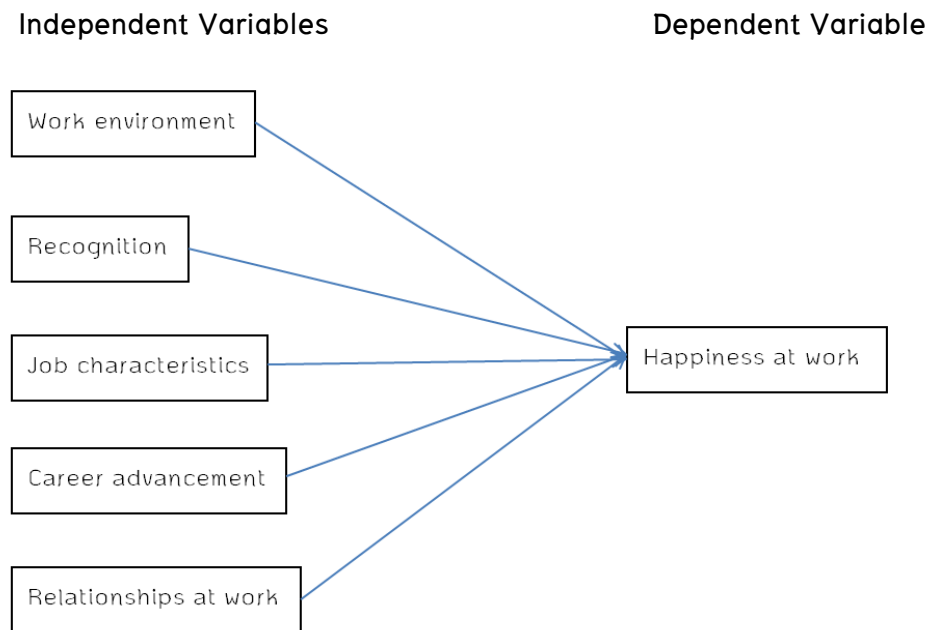


Figure 1 Research conceptual framework

Research Methods

To find answers to the research questions, with the target group being 290 supervisory-level employees at Hitachi Industrial Technology (Thailand) Co., Ltd. The sample group consisted of 169 supervisors, a sample size that is suitable for data analysis using statistics calculators from Soper (2023) to determine the sample group. Additionally, Wolf et al. (2013) recommend a sample size of 30 to 460 for this type of research, where 1 parameter is a predictor variable or

observation variable (Anderson & Gerbing, 1988) this research has 5 observable variables. The suitable and sufficient sample size should be at least 10 times x 5 observation variables, equal to 50 samples, and up to 20 times x 5 observable variables, equal to 100 samples. The calculated result was the minimum sample size that can be used for analysis of the structural equation model (SEM).

Researchers utilized a questionnaire to investigate factors related to happiness at work for supervisors at Hitachi Industrial Technology (Thailand) Co., Ltd. The first section of the interview questions focused on personal characteristics. There are 7 items, including gender, age, status, average monthly income, education level, job position, and working age. Part 2 is a 15-item list on the 5-level Likert scale about factors that affect happiness at work, including 1) work environment, 2) recognition, 3) job characteristics, 4) career advancement, and 5) relationships at work.

Research instrument

1. Researchers prepare a questionnaire outline by studying the document, and related research is then presented to the advisor to consider the accuracy and completeness of the content for suitability and to amend it as appropriate.

2. Implement the improved questionnaire to measure its validity with three experts to check the content's validity. As a result, the content validity index is equal to 0.8.

3. Take the revised questionnaire to test the reliability of the questionnaire by testing (trying out) 30 sets with supervisory level employees at Hitachi Industrial Technology (Thailand) Co., Ltd. In this study, the confidence test of the questionnaire was found to have an alpha coefficient (Cronbach's alpha) equal to 0.91.

Data collection

1. Researchers informed the employees of Hitachi Industrial Technology (Thailand) Co., Ltd. of the purpose of this research before distributing the questionnaire. After that, the retrieved questionnaires were further processed and statistically analyzed.

2. Take the information obtained and verify its completeness; organize the information; and analyze the data using a computer program.

Statistical Techniques

The research model was tested using a structural equation model. Structural equation modeling is a multivariate statistical technique used to explore causal relationships and correlations between observed and latent variables. This technique tests correlation in a concurrent model

using a holistic approach (Anderson & Gerbing, 1988). Structural equation modeling was used to measure factors influencing happiness at work.

Model

To study factors related to happiness at work among supervisor-level employees of Hitachi Industrial Technology (Thailand) Co., Ltd. by using a questionnaire as a data collection tool. The study's objectives were explained to every participant. Researchers examine the influence of five factors (work environment, recognition, job characteristics, career advancement, and relationships at work) on happiness at work.

Data was also analyzed using structural equation modeling (SEM). SEM is a statistical method that uses a confirmatory approach to analysis (Byrne, 2010). In this approach, the hypothesized the intervariable correlation models are statistically tested to determine the extent to which they correspond to the data. Which is called fit if the fit is sufficient; it supports the reliability of the relationship between the variables. Values greater than 0.90 are regarded as acceptable when evaluating the model's fit using recognized indices such as GFI, CFI, TLI, SRMR, and RMSEA, as well as chi-square test statistics for the GFI, CFI, and TLI indices (Byrne, 2010; Hu & Bentler, 1999). Values greater than .95 indicate fitness for the data. The Python Semopy Module is used for data analysis because it is easy to learn, has a wide variety of libraries, can write paradigms, and has a strong community.

Table 1 Descriptive statistics, alphas, and inter correlations of the variables

Variables	X1	X2	X3	X4	X5
1. Work environment	1				
2. Recognition	0.54*	1			
3. Job characteristics	0.51*	.58*	1		
4. Career advancement	0.32*	0.60*	0.51*	1	
5. Relationships at work	0.22*	0.48*	0.50*	0.64*	1
Mean	13.21	16.53	20.18	19.53	24.27
Standard deviation	5.65	5.17	3.89	10.08	11.23
Alpha	.56	.51	.67	.62	.58

*Correlation is significant at the 0.05 level (2-tailed)

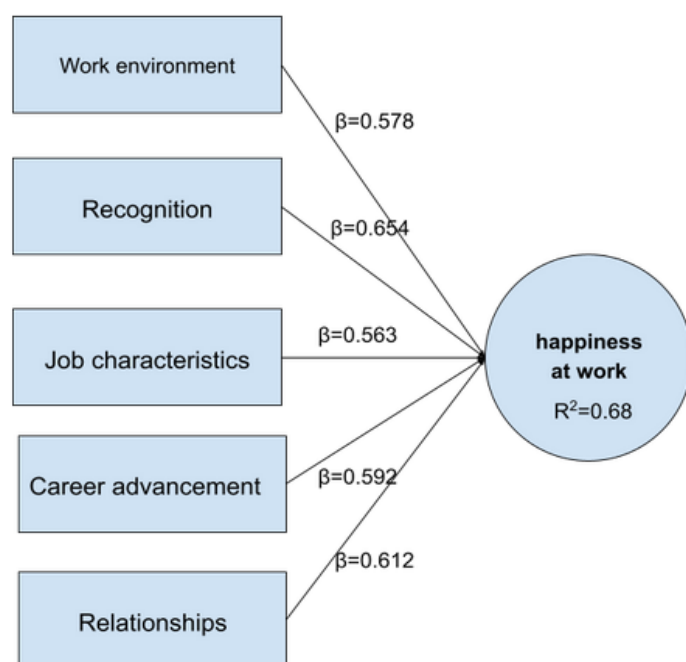


Figure 2 Model of Path analysis between Work environment, Recognition, Job characteristics, Career advancement, Relationships at work, and happiness at work

Result

A structural equation model estimating happiness at work is shown in Figure 2. This model allows for variation between error conditions and indicators of factors related to supervisors' happiness at work. The model indicates a good fit to the data, with $\chi^2/df=2.60$, good fit index (GFI) =0.96, a comparative fit index (CFI) =1.06, a root mean square error of approximation (RMSEA) = 0.02 and a residual standard root mean square mean (SRMR) of 0.03. According to the results, the GFI and CFI levels exceeded the acceptable limits. Happiness at work has an R^2 score of 0.68, indicating that all factors explain 68% of the variation in happiness at work.

Thus, the variables in our model predicted the most variance in happiness at work, and it was found that the relationship at work was statistically significant in the model estimated ($\beta = 0.621$; $p > 0.05$). This can be explained by the fact that working together requires cooperation, either in the same department or between departments in the company, to make work efficient and run smoothly, leading to work happiness ($\beta = 0.563$; $p > 0.05$).

A subsequent effect on recognition was recognized by the model estimated at ($\beta = 0.612$; $p > 0.05$). Like relationships at work, recognition is also an important factor in facilitating work efficiency because acceptance improves and smooths worker relationships. During work subsequently, the modeled career advancement was estimated at ($\beta = 0.592$; $p > 0.05$). It therefore becomes a driving force for inspiration and happiness at work. Factors affecting work at a similar level were the working environment ($\beta = 0.578$; $p > 0.05$) and job characteristics ($\beta = 0.578$; $p > 0.05$), probably because both factors had the least effect on decision-making or function, respectively.

Discussion

Thailand's Eastern Economic Corridor has experienced economic expansion, creating opportunities for industrial facilities in a variety of industries. In the area of competitiveness, one of those businesses is Hitachi Industrial Technology. Employee productivity and organizational engagement are now even more crucial due to the rising level of competition. From the research results, it was found that happiness at work will promote greater work efficiency. According to experimental research by Oswald et al. (2015), happier subjects are more productive. Their research provides some guidance for management in all kinds of organizations to strive to make their workplaces emotionally healthy for their workforce.

This study attempted to examine the relationship between happiness at work and various variables such as working environment, job characteristics, relationships at work, career advancement, and recognition. Researchers analyzed both personal factors, which are internal factors, and environmental factors within the organization, which are external factors that affect happiness at work. Happiness at work has been proven to be strongly influenced by relationships at work and recognition. The relationship at work has the highest influence ($R^2 = 0.654$), while recognition has the second-highest influence ($R^2 = 0.612$), which is consistent with the study of Haar et al. (2019) which found that healthy and positive interpersonal relationships (relating to higher respect, caring, and connectedness) between managers and subordinates (in both directions)—as well as having respect, care, and connections with themselves—were an essential factor in building manager happiness. While career advancement ($R^2 = 0.592$), working environment ($R^2 = 0.578$) and job characteristics ($R^2 = 0.563$) had a secondary effect on happiness at work, the established working culture of Hitachi Industrial Technology (Thailand) Co., Ltd. provides that the employees collaborate in small teams, engage in frequent relationship-building activities to ensure clear communication, and receive consistent recognition and incentives for their accomplishments. A job analysis and description are given for each position within the company. Employees will subsequently be able to understand and perceive every part of their work and cooperate with the objectives of the company.

New Knowledge

The new knowledge gained can be drawn as the following diagram.

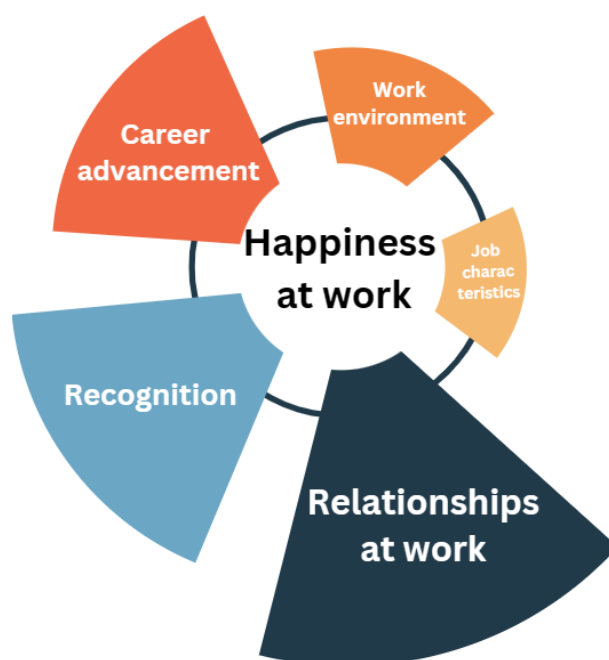


Figure 3 Happiness at work Model

From figure 3, the novel knowledge gained from this research proves that each variable has an influence on the happiness of employees at the supervisory level of the organization. The most significant factors were relationships at work, followed by recognition, career advancement, work environment, and job characteristics. Relationships at work are the main factor influencing supervisor-level happiness at work. Supervisors must cooperate with both subordinates and superiors in positive relationships to operate more efficiently, accomplish goals, lessen stress at work, and foster a positive work environment. At the same time, being recognized at work makes employees feel proud and satisfied that the organization recognizes their importance, especially since employees at the supervisor level tend to have higher responsibilities than general employees. If they are not accepted by the organization they work for, it will cause a feeling of being overlooked, discouraged, and finally losing their happiness in their work.

Conclusion

The GFI and CFI levels exceeded what was deemed acceptable, according to the data. The R^2 value for workplace happiness is 0.68, meaning that all factors account for 68% of the variation in this measure. The relationship at work has the highest influence ($R^2 = 0.654$), while recognition has the second-highest influence ($R^2 = 0.612$), career advancement ($R^2 = 0.592$), the working environment ($R^2 = 0.578$), and job characteristics ($R^2 = 0.563$) have a secondary effect on happiness at work.

Suggestion

Organizations should encourage positive interactions among employees through group relations activities, foster collaboration, and foster a sense of pride in their jobs. Implementing activities to compliment or reward high performance or success can drive employees to continue working. Establishing a clear career path and fostering advancement are crucial, as is focusing on the working environment, such as office equipment and green spaces. A clear separation of duties and scope of work ensures efficient performance and minimizes redundant workload.

In the future, if you want to continue studying this issue, the scope of the population should be expanded in future research. To study the population in the group wider and can compare relationships and differences.

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