

ปัจจัยที่มีอิทธิพลต่อระดับความสุขของบุคลากร ในกระทรวงสาธารณสุข

FACTOR AFFECTING THE HAPPINESS LEVEL OF THE MINISTRY OF PUBLIC HEALTH OFFICERS IN THAILAND

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บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาระดับความสุขและปัจจัยที่ส่งผลต่อระดับความสุขของบุคลากรในกระทรวงสาธารณสุข ซึ่งข้อมูลที่ใช้ในงานวิจัยนี้ ได้รวบรวมจากกองยุทธศาสตร์และแผนงาน สำนักงานปลัดกระทรวงสาธารณสุข ซึ่งใช้เครื่องมือที่เรียกว่า “Happinometer” ในการเก็บข้อมูลจากบุคลากร จากฐานข้อมูลระดับความสุขของบุคลากรดังกล่าวผู้วิจัยได้สุ่มตัวอย่างอย่างง่ายด้วยขนาดตัวอย่าง 11,844 คน นอกจากนี้ในงานวิจัยนี้ได้มีการศึกษาอิทธิพลของปัจจัยด้านคุณภาพชีวิตในการทำงานที่มีต่อความล้มพันธ์ของปัจจัยส่วนบุคคลกับระดับความสุขของบุคลากรด้วย ซึ่งผลการวิจัยพบว่าปัจจัยส่วนบุคคล และปัจจัยด้านเศรษฐกิจของครัวเรือน ส่งผลต่อระดับความสุขของบุคลากรอย่างมีนัยสำคัญ ($p<0.001$) อีกทั้งยังพบว่าปัจจัยด้านคุณภาพชีวิตในการทำงานเป็นตัวแปรกำกับ (Moderating factor) อีกด้วย ($p<0.001$)

คำสำคัญ: ระดับความสุข กระทรวงสาธารณสุข บุคลากรภาครัฐ ระดับคุณภาพชีวิตในการทำงาน

Abstract

This research is a study of the happiness level of the Ministry of Public Health officers in Thailand. The main objective of this study is to analyze the effect of important factors on the happiness level of officers. The target population is the Ministry of Public Health officers and data on their happiness level was collected by the Strategy and Planning division. Moreover, the “Happinometer” was used to determine a happiness level for the population. The sample size of the study was 11,844 persons. Furthermore, quality of work life was considered as a moderating factor. Hierarchical regression was applied to determine the effect of the factors in the model. It was found that personal factor and the household economic factor affected the happiness level of officer ($p<0.001$), and the quality of life at work, which was the moderating factor, also affected the level of happiness of officer ($p<0.001$).

Keywords: Happiness level, the Ministry of Public Health, Officer, Quality of life at work

Introduction

Human resources are extremely important for the development of any organization. An important aspect that must be considered is the cost of hiring new personnel to replace resigned staff. Executives know that one reason for the resignations is the lack of engagement or good relationship with the organization because of unhappiness in the workplace. Therefore, if happiness in the workplace can be increased, this will create a better balance in the quality of life and work, as well as reduce stress during work. Work stress affects the effectiveness of operations, family life, physical health, mental health as well as personal relationships. These, in turn, can lead to social problems.

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 are happy at work, relationships at work become strengthened, and can lead to eventual organizational success. It is therefore extremely important for every organization to focus on building a happy work environment that will produce more contented and effective workers with organizational engagement.

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.

Another important factor to move country forward is the public health which means prevention and treatment of disease including the maintenance of a hygiene and good health for both of physical and spiritual. Any prospered society do 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.

In Thailand, the development of a happy workplace for personnel conforms to the 8th to 10th National Economic and Social Development Plans (2007-2011), which are people-centric. The 10th 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 morality, all-round knowledge, and improved standard of life, which will result in happy Thai people as a whole.

For the above reasons, it is important for the Ministry of Public Health (abbreviated by MoPH) officers, Thailand to have better quality of living, increased happiness and organizational engagement as they are a valuable medical workforce resource that provides care to the sick. It can be said that “success” runs parallel to the “happiness” of the personnel in the organization, and happiness can be used to drive success. The Center for a Happy Workplace, which embodies the concept of “Happy Workplace”, defined happiness as a combination of physical, psychological, social, intellectual, spiritual, and environmental health, which must be created in the workplace.

MoPH with its mandate to promote, control and care for the good health and age-appropriate growth of all people, including Thais and foreigners, is acutely aware of the importance of happiness for all personnel and has introduced the self-use tool of “happinometer” to measure happiness, engagement and work-life balance. The tool can also be used to analyze the factors affecting the level of happiness of personnel so that the outcome can be used to employ appropriate measures to increase the knowledge, quality of life and happiness of the MoPH officers.

2. Objectives of the Study

1. To measure and analyze the level of happiness, engagement and work-life balance of all the MoPH officers.
2. To classify the MoPH officers by the quality of life at work.
3. To analyze the factors that affect the happiness of the MoPH officer.

3. Scope of Study

3.1 Target population

The target population is all MoPH officers.

3.2 Content

This research studies the level of happiness, engagement and work-life balance.

“Happiness” means the feeling that personnel have towards 9 components related to work: 1) “Happy Body” 2) “Happy Relax” 3) “Happy Heart” 4) “Happy Soul” 5) “Happy Family” 6) “Happy Society” 7) “Happy Brain” 8) “Happy money” 9) “Happy Work Life”.

“Engagement” means the feeling of conviction, belief and acceptance of the objectives and values of the organization as well as the feeling of being part of the organization.

“Work-life balance” means that the time spent on work, family, personal life, society and self are appropriately balanced.

“Level of quality of life at work” means the average level of happiness, engagement and work-life balance.

4. Literature Review

The efficiency and effectiveness of work depends on happiness or satisfaction in the work place as well as understanding and a good outlook on work. Therefore, there are several factors that affect satisfaction, such as engagement, the remuneration system, executive policy, the work environment, work security and career progress. The related research are as follows:

4.1 Factors affecting the happiness of personnel in the organization

Tsou and Liu (2001) used the Probit Model in analyzing the factors affecting happiness and satisfaction of Taiwanese people aged 20-64 and found that those with high salary had more happiness. Higher income is directly proportional to the happiness level, career satisfaction and perception of self-worth, as well as the satisfaction of married life. Individual characteristics of personnel result in differing happiness and satisfaction levels. Nimkoetphol (2012) studied the relationship between operational factors of human resource management, factors of transitional leadership, and the factors of happy workplace and personnel performance. He also cross-compared the factors with those of 402 personnel from a MAI-listed company. He found that the operational factor of human resource management and the factor of happy workplace directly affected the level of happiness in the workplace while the factor of transitional leadership indirectly affected the work of the personnel.

Noikamyang and Noikamyang (2012) conducted a study on the factors affecting the happiness index of 104 personnel working in the Srinakharindrajit University Central Library. They employed a questionnaire to collect data and analyzed it using Pearson's correlation analysis and stepwise multiple regression analysis. The results revealed that the level of happiness was at a medium level and 8 factors showed positive correlations as follows: personality, achievement motives, work characteristics, workplace relations, social acceptance, work environment, average monthly income, and family relations. The five factors that affected happiness in the workplace were found to be work characteristics, personality, career progress, relations in the workplace, and average income per month, respectively. These five factors could predict the happiness in the workplace of the personnel with an accuracy of 44%.

Ratanawacharakorn and Sooksawang (2015) conducted research on happiness at work for 285 personnel of the individual business sales team of Kasikorn Bank Company Limited. They employed a questionnaire and applied frequency analysis, percentage, average value, standard deviation and Pearson's correlation to analyze the data. The results revealed that the happiness level of the personnel in general and in various aspects was high, the highest being the physical aspect, followed by the mental aspect. In regard to the relationships between the factors that affect the happiness of the workers (relationships with colleagues, type of work, and reward system) and happiness in the workplace, it was found that all factors had significant relations. Factors that affected happiness in the workplace that were ranked high were opinions towards work, the reward system, leadership, and relationship with colleagues, respectively.

In regard to the factors that contribute to happiness in the workplace, we can focus on the management considerations of activities to promote internal relations, which include all 8 well-being elements: Happy Body, Happy Heart, Happy Relax, Happy Brain, Happy Soul, Happy Money, Happy Family, Happy Work Life, and Happy Society. Related research on this topic includes the following.

Thummakul et al. (2014) developed a workshop to promote the creation of happy organizations using MapHR by assessing the needs for training by comparing pre and post workshop data and evaluating the efficiency of training workshops for executives, human resource management and personnel officials or happiness facilitators from 29 private organizations that had voluntarily applied to be part of the project and had data in organizational well-being databases. The tools used for the research were as follows: questionnaire on knowledge for the promotion of a happy workplace

with MapHR, workshop program comprising a manual on becoming a well-being organization and exercises for designing processes for the creation of well-being in the organization. The comparison of pre and post knowledge revealed that the workshop program, which comprised 9 activities, resulted in significantly higher knowledge in the post-workshop evaluation. In assessing the effectiveness of the workshop, it was found that the lessons gained from the workshop were useful. The participants obtained knowledge and understanding of the tools used to measure organizational happiness. The participants also joined networks and exchanged information. They also got to know the conditions, and the strengths and weaknesses of the organization which could help to improve performance. The participants felt that such training should be continued and there should be increased interaction in the network, while they also recognized that organization happiness is important and should be continually encouraged so as to create lasting happiness for the people in the organization.

Luekitinan (2004) studied the creation of well-being in the organization at 3 international industrial companies in the eastern region of Thailand that had not participated in the activities before and were members of the Health Promotion Fund. The research employed specific sampling, semi-structured interviews and collected data using content analysis for significant categories. It was found that companies organized all 8 aspects of activities according to the concepts of organizational well-being, and had five procedures in establishing well-being in the organization by categorizing relationship activities in accordance with organizational well-being principles; by undertaking a satisfaction survey of personnel in activities; planning activities and developing indicators; regularly checking personnel's view on activities and assessing the success in generating organizational well-being.

Tanuthong and Jitpraneechai (2015) conducted a review of data positively contributing to happiness for personnel and explored guidelines to build organizational happiness using the theory of appreciative inquiry to elicit positive experiences by interviewing personnel working in S Company Limited and two other companies with similar products. The data were then analyzed along with the Happiness Theory and the 8 Happiness elements in the workplace in order to determine a method to build happiness in the workplace, namely: good colleagues, annual bonus, successful work, domestic and international holidays, good boss, near-home workplace and a warm family. In a qualitative study with real applications, the study also employed the positive factors found to be involved in an ideal situation where 7 activities were designed that contributed to increased happiness in the workplace and significantly resulted in more effective performance by personnel.

4.2 Economics of Happiness

The study of the 'Economics of Happiness' assessed the economic factors that affect the level of happiness (Frey and Stutzer, 2002). Though the data reported on the individual's happiness level was subjective, which makes it difficult to compare the level of each person's happiness or each group with international groups, the Journal of Happiness established in 2000, still continues to publish articles on the study of happiness from various academicians in the context of the economics of happiness. The study began with research by Easterlin (1974) entitled "Does economic growth improve humans a lot? Some empirical evidence". This research was later used by economists as a basis for studying the impacts of economic factors on happiness levels. From the review of literature, it was found that GDP per capita is used as the economic factor

in most research. The impact of the level of income and happiness was described as follows: "In any country at any time, those with a higher income tend to have more happiness than a lower-income person. However, when data are compared internationally, relations are unclear. In addition, when changes in income are considered, it was found that when income has increased to a certain level, the happiness level will remain fixed." This finding is known as the "Easterlin Paradox" by economists.

Examples of the data sets comparing happiness between countries that exemplify the Easterlin Paradox are presented in the figure 1 (Easterlin, 1974).

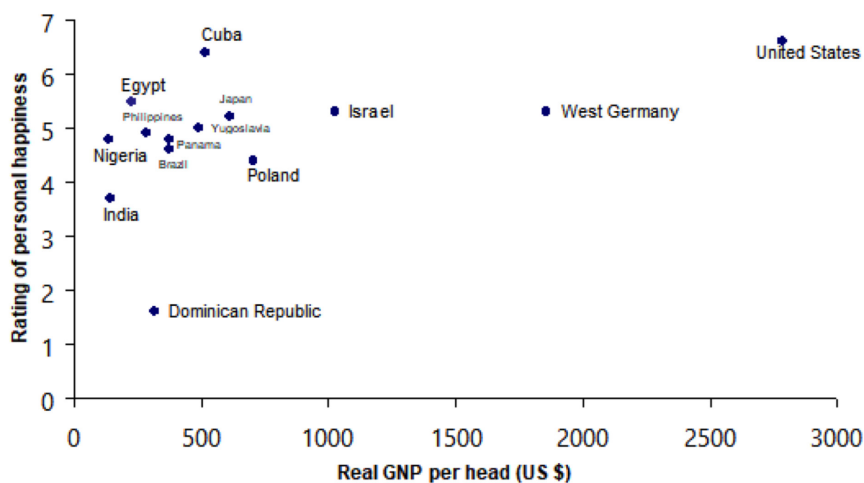


Figure 1 Easterlin Paradox

Source: Easterlin, 1974

However, the Easterlin Paradox is still under study and is an issue that is still challenged by economists because it was found that in some contexts, the level of income does not have a significant statistical correlation with the level of happiness, while some studies also found that increased income did increase the level of happiness (Clark, Frijters and Shields, 2008).

The study of the Economics of Happiness divided the factors influencing happiness into three main groups:

1. Economic Factors, such as income, comparative income, savings, debt burden, type of work, income distribution, unemployment situation, or comparative economic status.
2. Personal factors such as gender, age, level of education, race or place of birth, marital status, sexual relationship, children, family relationship, spare time and health.
3. Institution and social factors such as religion, opportunity and engagement in social activities, type of residence and environment, quality of social relations, political system and freedom.

From research related to the happiness of personnel in organizations, the researchers formed a framework as shown in the next heading.

5. Conceptual Framework

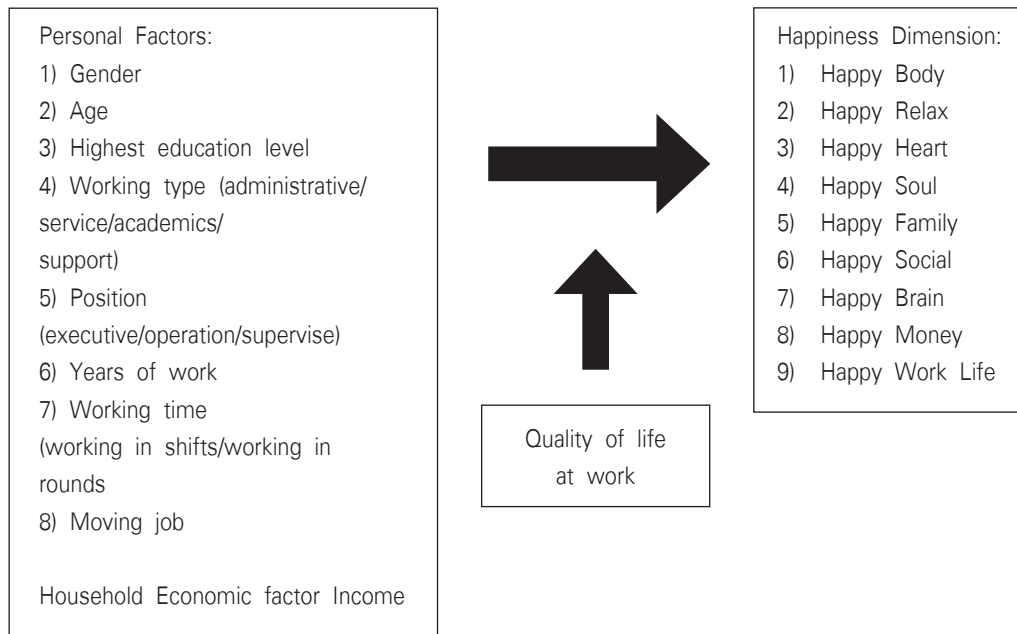


Figure 2 Conceptual Framework of the research

6. Methodology

6.1 Target Population: All MoPH officers in Thailand.

6.2 Data and Data Collection

In this study, the researcher employed secondary data which was gathered between December 2017 to January 2018 by the Strategic and Planning Division at the Office of the Permanent Secretary of the MoPH on the level of happiness, engagement and work-life balance of the MoPH officer using the self-measuring test developed for the Happinometer (full version) in the Happy University project conducted by Mahidol University. Measuring happiness with this tool is subjective, and the criteria of the happiness can be divided into 5 levels, "answer 1" receives 0 points, "answer 2" receives 25 points, "answer 3" receives 50 points, "answer 4" receives 75 points, "answer 5" receives 100 points. The sample was collected 11,844 persons from target population 378,986 persons.

The sample size 11,844 was calculated by
$$n = \frac{Npq(Z_{\alpha/2})^2}{(N-1)e^2 + Z_{\alpha/2}^2 pq}$$

where $N = 378,986$, $p = q = 0.5$, $\alpha = 0.05$ and $e = 0.9005\%$.

The sampling unit was selected by stratified systematic random sampling from the sampling frame. In order to, the sample has to be throughout the researcher therefore assigned working type and position of MoPH officer to be used for stratification.

6.3 Analysis of Data

The inferential statistics used for analysis in this research are Cluster Analysis and Hierarchical Regression.

7. Research outcomes

The research results for this study are presented as follows:

7.1 Results of the analysis of happiness level, engagement, and work life balance

From the analysis of the average happiness level for all dimensions and the interpretation of the scores into happiness levels, it was found that the overall of happiness, engagement, and work-life balance for the MoPH officer in all 11 dimensions were at the “happy” level with an average of 62.3. When each dimension was considered separately, all dimensions were found to be at the “happy” level. The highest was dimension 4, Happy Soul, with an average of 70.7. The second in rank was dimension 3, Happy Heart, with an average of 68.5 and finally, dimension 5, Happy Family, with an average of 66.2.

On the other hand, the lowest happiness dimension was dimension 8, Happy Money Happiness, followed by dimension 11, Work Life and dimension 2, Happy Relax, with scores of 50.6, 54.6 and 56.0 respectively as shown in the figure 3.

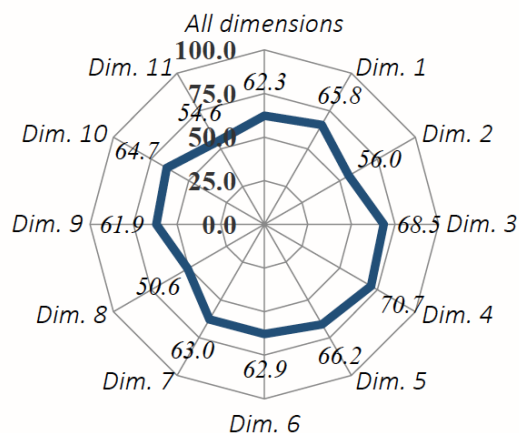


Figure 3 Average Happiness level of the MoPH officer classified by dimensions.

7.2 Results of grouping personnel in MoPH according to quality of life at work

In grouping the MoPH officer according to the level of quality of life at work, the researchers averaged the level of happiness, engagement and work-life balance in alignment with the 9 dimensions of happiness in the workplace, engagement and work-life balance as obtained by the Happinometer. The grouping of MoPH officer was achieved by using a Two-Step Cluster Analysis with 11 variables. The personnel can be divided in 4 groups as shown in table 1.

When conducting the analysis to test the differences in the happiness levels of the four groups, it was found that there are significant differences in the averages in all dimensions ($p < 0.001$). The average in each dimension and in all dimensions together can be arranged from the highest to the lowest score from group 1 to group 4, where the average of all dimensions from group 1 to 4 are 75.1, 64.6, 60.9 and 51.6, respectively as shown in table 2.

Table 1 Number and percentage of the MoPH officer, divided into groups

Group	Number of personnel of the MoPH in each group	Percentage	Average of Happiness score
1	2,319	19.6	75.10
2	3,042	25.7	64.64
3	3,445	29.1	60.88
4	3,038	25.7	51.61
All group	11,844	100.00	

Table 2 The average of the happiness dimensions, engagement and work life balance of 4 groups of MoPH officer

Happiness Dimension	Group			
	1	2	3	4
Dimension 1: Happy Body	76.3	62.2	70.3	56.5
Dimension 2: Happy Relax	71.3	55.6	58.4	41.9
Dimension 3: Happy Heart	80.8	74.2	63.3	59.4
Dimension 4: Happy Soul	82.5	76.2	65.9	61.7
Dimension 5: Happy Family	83.8	66.6	70.5	47.6
Dimension 6: Happy Society	76.4	66.4	60.4	51.6
Dimension 7: Happy Brain	76.5	68.6	57.1	53.5
Dimension 8: Happy Money	64.0	46.3	56.0	38.8
Dimension 9: Happy Work Life	76.3	66.2	59.0	50.0
Dimension 10: Engagement	79.1	70.9	60.2	52.4
Dimension 11: Work Life Balance	59.4	58.0	48.6	54.2
All dimensions	75.1	64.6	60.9	51.6

From the findings, the groups are placed in accordance with the average happiness in each dimension as follows:

- Group 1 MoPH officer with the highest quality life at work
- Group 2 MoPH officer with a high quality of life at work
- Group 3 MoPH officer with a medium quality of life at work
- Group 4 MoPH officer with a low quality of life at work

The researcher determined that “quality of life at work” can be measured by the level of happiness, engagement and work-life balance.

7.3 Results of the analysis of factors affecting the happiness of MoPH personnel

The research results are presented under the framework shown under heading 5 to analyze the factors affecting the happiness level of the MoPH officer. According to the framework, the quality of life at work, has four groups, has been served as the moderator effect. The five models, have been presented, are as followed:

model 1 means that the analysis of influence of personal factors and household economic factors affecting the happiness of MoPH officer,

model 2 means that the analysis of influence of personal factors and household economic factors affecting the happiness of MoPH officer which there relationship has been affected by the highest quality life at work,

model 3 means that the analysis of influence of personal factors and household economic factors affecting the happiness of MoPH officer which there relationship has been affected by the high quality life at work,

model 4 means that the analysis of influence of personal factors and household economic factors affecting the happiness of MoPH officer which there relationship has been affected by the medium quality life at work, and

model 5 means that the analysis of influence of personal factors and household economic factors affecting the happiness of MoPH officer which there relationship has been affected by the low quality life at work.

The results of five models are as follows. From Table 3, Model 1 has shown the analysis of the influence of personal factors and household economic factors affecting the happiness of MoPH officer. The results indicate that all variables consisting of personal factors and household economic factors were found to have significant effects on the level of happiness of MoPH officer ($p < 0.001$). This finding corresponds with the research results of Tsou and Liu (2001) who found that higher income is directly proportional to the happiness level. Nimkoetphol (2012) found that the operational factor of human resource management and the factor of happy workplace directly affected the level of happiness. Noikamyang and Noikamyang (2012) found that the monthly income affected to the happiness in the workplace. As well as, Ratanawacharakorn and Sooksawang (2015) found that factors that affect the happiness of the workers were such as type of work and reward system. Moreover, for this study we found that males were less happy than females and older officers were found to be happier. At the same time, those with higher education were happier while administrative, servicer and academics officers were found to be happier than support officer. Those working at the operational level and those in the position of supervisor were less happy than organizational executives. Those who were not working shifts were happier than those working shifts. The longer officer had worked in the organization, the less happy they became; and those who left work/changed job several times were the less happy person. For officers who had increased income, happiness also increased proportionally when other variables were constant ($R^2 = 0.066$).

The results of analysis of Model 2, 3, 4 and 5 revealed that the level of the quality of life at work is served as a "moderator" which can affect the relationship between personal factors together with household economic factor and the happiness level of the MoPH officer ($p < 0.001$) in accordance with the conceptual framework shown in the Figure 2. The results also revealed that personnel in groups 1 and 2 had the best and good quality of life at work, respectively, and had a significantly higher level of happiness ($p < 0.001$) than groups 3 and 4 (medium and low quality of life at work).

Thus it can be concluded from the results of the research that the factors that positively influence the happiness level of MoPH officer are: age, level of education, and monthly income. The factors that negatively influence the happiness level of MoPH personnel in all models are: the length of work time in the present organization, and resignation/transfer or change of jobs.

Males were found to be less happy than females at work. Executive, service and academics officer were happier than supporting officer. Those working at the operational level and those in the position of supervisor were less happy than organizational executives. Those who were not working in shifts were happier than those working in shifts in all models. Furthermore, it was found that those that had the best and a good quality of life at work will have higher levels of happiness than those with medium and low quality of life at work.

It can therefore be concluded that personal factors and household economic factors all influenced the level of happiness of MoPH officer ($p < 0.001$). Moreover, the level of quality of life at work is considered as the moderating factor that influences the relationship between personal factors together with household economic factor and the happiness level of the MoPH officer ($p < 0.001$).

8. Policy Recommendations

1. From the analysis of the level of happiness of MoPH officer, it was found that three dimensions with the lowest averages were: Happy Money, Work-Life Balance, and Happy Relax, respectively. Conditions for these dimensions should be improved to create a higher level of happiness. Therefore, any executives working in the human resources field should include activities to increase happiness in these three dimensions in their annual plan, such as a mindfulness program, an exercise for health program, or a centre for happiness sharing or vocational training. We can see similar results from the Heart and Mind Apparel Company Limited, which created a happiness program to solve problems concerning the dimensions of Happy Relax, Happy Society, and Happy Money. The activities of the programs resulted in the participants becoming more relaxed from work-related stress and better able to use knowledge gained to create extra income in their spare time. The Somboon Garment Limited is another example where the company 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.

Table 3 The standardized coefficient and other statistics from the hierarchical regression

Factors	Model 1	Model 2	Model 3	Model 4	Model 5
Gender	-0.049***	-0.027***	-0.056***	-0.056***	-0.017*
Age	0.130***	0.056***	0.136***	0.139***	0.037***
Highest education level	0.049***	0.038***	0.047***	0.046***	0.047***
Working type: administrative	0.036**	0.038**	0.036*	0.031***	0.040***
Working type: service	0.043**	0.032***	0.043**	0.041***	0.043***
Working type: academics	0.052***	0.030***	0.049***	0.048***	0.044***
Position: Operation	-0.184***	-0.095***	-0.166***	-0.169***	-0.113***
Position: Supervisor	-0.101***	-0.053**	-0.092***	-0.093***	-0.062***
Working time: working in rounds	0.093***	0.041***	0.102***	0.107***	0.050**
Years of work	-0.040**	-0.025**	-0.043***	-0.042***	-0.025**
Moving job	-0.073***	-0.038***	-0.074***	-0.075***	-0.033***
Family income	0.040***	0.031***	0.048***	0.046***	0.033***
Group1 (Model1)	-	0.676***	-	-	-
Group2 (Model2)	-	-	0.158***	-	-
Group3 (Model3)	-	-	-	-0.121***	-
Group4 (Model4)	-	-	-	-	-0.667***
R ²	0.066	0.505	0.090	0.080	0.487
F	58.365	782.497	76.261	66.614	727.479
R ² change	-	0.439	0.025	0.080	0.421
F change	-	8850.72	271.992	154.799	8182.405
p-value of Fchange	-	0.000	0.000	0.000	0.000

Note: 1. *, **, *** mean significant at the level 0.05, 0.01 and 0.001, respectively.

2. The dummy variables are gender (reference group: female), Working type (reference group: support group), Position (reference group: executive), Working time (reference group: working in shifts). The dependent variable is the average score of 9 happiness dimensions.

2. The results of the influential analysis also found that the officer who should be looked after to ensure more happiness are male, support officer, operational officer and officer who working in shifts. These personnel have less happiness than other groups; therefore, the strategist should organize projects or activities especially for this group.

3. 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.

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