

WORK FACTORS INFLUENCING JOB HAPPINESS OF AIRLINE EMPLOYEES IN THAILAND

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ABSTRACT

This study takes the influencing factors of employee job satisfaction of an airline in Thailand as the research object. It aims to study employee job satisfaction and explore the working factors that affect it. Then, 150 people took questionnaires, which were analyzed and processed using ready-made programs to determine various statistical values, including percentages.

The researchers summarized the results, including mean value, standard deviation, maximum value, minimum value, Pearson simple correlation coefficient statistics, Cramer v coefficient statistics, tolerance value, VIF value, and stepwise multiple regression analysis statistics, and discussed the results and suggestions as follows.

The research results found that 1). General information is that most employees are female, aged 40 years and over, married, employees level 4-6, and working age 10 years and over. 2). Overall, work factors are at the highest level. If considering each item, they are at the highest level in every item. The first rank is relationships, followed by shared values of the organization and quality of work life, respectively. The last rank is leadership. 3). Employees' happiness at work is at the highest overall. If considering each item, they are at the highest level in every item. The first rank is enjoyment of work, followed by job satisfaction and enthusiasm for work. 4). The correlation coefficient between work factors that influence the happiness of employees at Thai Airways International found that they are related to each other more than .80 (Stevens, 1996). This causes all independent variables in this research to be multicollinear. Therefore, not all independent variables can be used in the stepwise multiple regression analysis, which introduces variables into the model individually. 5). The model of work factors that influence the happiness of employees at Thai Airways International Public Company Limited is the happiness of employees at work = .548 + (.344 * quality of work life) + (.169 * job characteristics) + (.125 * leadership) + (.131 organizational values) + (.094 * work relationships), which can explain the happiness of employees at work up to 88.5 per cent and has a standard error in forecasting equal to $\pm .134$.

Keywords: Work Factors, Job Happiness, Airline Employee

INTRODUCTION

Today's society has undergone rapid changes in environment, politics, economy, society, and culture. In these changes, whether it is business organizations or government organizations. To survive, it is necessary to adjust. Therefore, restructuring, management, strategic planning, and management strategies are all factors that support many organizational changes, with a focus on developing the potential of personnel and encouraging them to work happily and being able to live an appropriate life

and generate a good sense of self-worth and importance to the organization. Many organizations apply a "happy workplace" or "healthy organization" to workplace health promotion. The concept of a healthy organization is the development process of targeted people, and the adjustment of strategies based on the organization's vision. [1].

By adjusting attitudes, changing the perspectives of personnel in the organization, creating a good quality of life, creating new coexistence concepts, and developing the organization to make it happy from work, the organization is prepared for change and leadership. [2].

OBJECTIVE

7. To study the happiness of working employees of Thai Airways International Public Company Limited.
8. To study the work factors that influence the happiness of working employees of Thai Airways International Public Company Limited.

METHODOLOGY

The research instrument is a questionnaire created by the researcher to collect data from studying concepts and theories from related research for study by dividing the questionnaire into three parts: Part 1 is about demographic characteristics, including gender, age, status, job position and experience. Part 2 is about work factors in 5 components: leadership, relationships, job characteristics, organization's shared values, and quality of work life. Part 3 is about employee happiness in 3 components: work enjoyment, job satisfaction, and work enthusiasm. The questions in parts 2 and 3 are Likert scale questionnaires with five levels: most, much, moderate, minor, and least. In interpreting the mean score, the researcher set the criteria using the mean score (Jiraporn Boonying, 2024) [3] as follows: the mean score from 4.21 - 5.00 means the most, the mean score from 3.41 - 4.20 means the most, the mean score from 2.61 - 3.40 means the middle. An average score of 1.81 - 2.60 means it is at a low level. An average score of 1.00 - 1.80 means it is at a very low level. [3].

Scope of the research This research study is a study of factors influencing the happiness of Thai Airways International Public Company Limited employees. The researcher has defined the research scope as follows:

1. Content scope: This research study examines work factors that influence the happiness of Thai Airways International Public Company Limited employees.
2. Population scope: This research uses 150 employees at Thai Airways International Public Company Limited as the population.
3. Variable scope:
 - 3.1 Independent variables
 - 3.1.1. Independent variables are personal factors, including gender, age, status, education level, job position, and work experience.
 - 3.1.2. Work factors influencing employee happiness include leadership, relationships, job characteristics, quality of work life, and organizational values.
 - 3.2 Dependent variables are employee happiness, including job enjoyment, job satisfaction, and enthusiasm for work.
4. Time scope: This study was conducted from January 6, 2024, to April 24, 2024.

RESULTS

Data analysis results

Part1: Demographic data analysis of factors affecting the happiness at work of employees of Thai Airlines Public Company Limited: gender, age, status, employment experience

Table 1
Number and Percentage Demographic Characteristics

Demographic Data	Total (n=110)	Percentage
Gender		
Male	54	49.1
Female	56	50.9
Age		
Under 25 yrs	8	7.3
26-30 yrs	16	14.5
31-40 yrs	9	8.2
Over 40 yrs	77	70.0
Status		
Single	19	17.3
Married	88	80.0
Divorce	3	2.7
Position Levels		
Level 1-3	23	20.9
Level 4-6	57	51.8
Level 7-9	29	26.4
Level 10 -12	1	9
Experience		
Below 3 yrs	15	13.6
4-6 yrs	12	10.9
7-9 yrs	13	11.8
Over 10 yrs	70	63.6

Part 2: Results of data analysis on work factors

Results of data analysis on factors that influence happiness at work of employees at Thai Airways International Public Company Limited in 5 components: leadership, relationships in the workplace, job characteristics, shared organizational values, and quality of work life. From Table 2-7.

Table 2
Mean and standard deviation of Leadership

Leadership	$\bar{x}$	S.D.	Meaning
1. You have leadership skills.	3.31	.753	Average
2. You are a good manager.	4.27	.557	Highest
3. You direct and follow a plan.	4.27	.505	Highest
4. Your coworkers respect your decisions.	4.34	.581	Highest
5. You can make your own work decision	4.31	.523	Highest
Overall	4.10	.333	Highest

Table 3
Mean and standard deviation of Work Relationship

Work Relationship	$\bar{x}$	S.D.	Meaning
1. Your colleagues respect you.	4.67	.490	Highest
2. Your collaborative work	4.55	.534	Highest
3. You are very humble.	4.48	.537	Highest
4. Colleagues have the habit of helping each other.	4.73	.462	Highest
5. You have a good relationship with your colleagues.	4.70	.494	Highest

Overall	4.63	.369	Highest
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Table 4
Mean and standard deviation of Job Description

Job Description	$\bar{x}$	S.D.	Meaning
1. You can work	4.42	.496	Highest
2. Your professional knowledge	4.37	.522	Highest
3. You are satisfied with your work style	4.49	.554	Highest
4. You have responsibility for work	4.40	.510	Highest
5. Your responsibilities are obvious	4.39	.526	Highest
Overall	4.41	.381	Highest

Table 5
Mean and standard deviation of Corporate Value

Corporate Value	$\bar{x}$	S.D.	Meaning
1. You have confidence in your employees.	4.57	.549	Highest
2. You can determine how to work and how to work.	4.40	.528	Highest
3. You recognize the importance of teamwork.	4.66	.511	Highest
4. You are loyal to your organization.	4.37	.539	Highest
5. Your organization is rewarded or praised for doing good deeds.	4.51	.586	Highest
Overall	4.49	.417	Highest

Table 6
Mean and standard deviation of Quality of work life

Quality of work life	$\bar{x}$	S.D.	Meaning
1. Your salary is suitable for your job.	4.35	.671	Highest
2. A good working environment.	4.55	.517	Highest
3. You are a part of welfare and progress services.	4.44	.629	Highest
4. Your organization can make progress in your career and achieve corresponding development within the organization.	4.47	.570	Highest
5. You have strong confidence in your work.	4.46	.554	Highest
Overall	4.49	.417	Highest

Research Discussion

1. From the research findings, overall work factors are high. If we consider each item, they are at a high level in every item. First, relationships in the workplace, because it is about making yourself respected, humble, and loved by your colleagues, will lead to help, cooperation, and happiness. Next, shared values of the organization, which means the employees' personal beliefs about what they hope to get from their work, are a way to determine how they behave and how they should be treated in the workplace. Quality of work is related to work life, including wages, working hours, work environment, benefits and services, work advancement, and human relations. Lastly, leadership is the ability to cope with complex situations. Good management creates order by having a formal plan, a clear organizational structure, and supervision to ensure that operations are carried out according to the plan. Aphisit Phuengyam (2016)^[4] stated that from the study of the concept of happiness in work, it was found that the factors that influence employees in the

organization to be able to work happily consist of 5 factors: leadership, relationships in work, job characteristics, shared values of the organization, and quality of work life. This shows that work factors influence employees and make them work efficiently. Consistent with the concept of organizational leadership characteristics, which Kotter (1999) [5] stated that leaders can deal with complex situations in terms of good management, creating order, neatness in terms of having a formal plan, having a clear organizational structure, and supervision to ensure that operations proceed according to plan, with the leader creating a vision to direct the organization in the future, then arranging people and communicating the vision to them and inspiring them to overcome obstacles. The concept of relationships in the workplace. The current working pattern, whether large or small, be it a government agency or a private entity, is often working in a form called teamwork. The era of single work has ended, and one person must take responsibility for everything—or another one-person mastery. So, nowadays, people will do it alone, but because of a lack of learning about working as a team, lack of human relationships at work and colleagues, and inability to adapt and work with others, it is difficult to succeed at work. I learned the principles of building good relationships with colleagues at the level and with the employer. Co-workers of the same level, including siblings, are essential to building relationships in the workplace for success. Therefore, the concept of job characteristics is an important factor in creating a happy job because if employees have their own skills and passion, they will work well and happily. When employees can choose to work on something they value and give importance to, it will create motivation to work without any rewards. It can create good motivation, which will help achieve the objectives. It depends on the cooperation of the workers, which is called non-monetary motivation. Giving that employee expertise and liking the work will make them do it well. In addition, in terms of the nature of the work, the form of responsibility in the work, and the clarity of the duties are factors that create happiness in working. Walter R. Nord's concept of shared values is divided into two types: inside and outside the work. The values inside the work are values that value employees who desire to learn new things and see the importance of creating results as a group. Employees with intrinsic values in work like challenging work that requires skills and abilities, work that can be decided by themselves, work that involves learning new things, and work that allows for self-advancement. While the values outside work emphasize the value of the environment other than the work, which emphasizes the reasons in terms of economic returns and stability. Individuals will work for wages, welfare and job security. The concept of quality of work life Walton (1973) [5]. created criteria for quality of work life, which consisted of fair and adequate compensation. A safe and healthy environment for employees, personal development, advancement and job security, social participation, making employees happy, having an organizational charter, promoting respect for individual rights, work-life balance, and social involvement. Work that is related to the outside world.

2. Overall, employees' happiness at work is high. If we consider each item, it is at a high level in every item. The first rank is the enjoyment of work because it is a feeling of the person that occurs while working, which is having fun with work and not having any anxiety at work. The second rank is satisfaction with work because it is a feeling of the person that occurs while working: having fun, liking, being satisfied, being willing, being interested, being pleased in doing their work. Moreover, enthusiasm for work is a feeling that occurs while working wanting to work, being alert, being able to work agilely, quickly and briskly, and being lively in working. This shows that happiness at work is something that employees want and makes employees feel like they want to work more and makes the assigned work more efficient. This is consistent with the concept and theory of Warr (Warr, 2007, cited in

Busakorn Trameerit, 2016), [6], [7] who stated that happiness at work means a feeling that arises from within the mind of a person who responds to events that occur at work, where that person feels pleasant at work, is satisfied and enthusiastic about working.

3. From the hypothesis test of the model of work factors that influence happiness at work, the leader variable was analysed further and found that employees' happiness at work increased to 78.4 per cent with a standard error of prediction equal to + 44.155. It was found that the quality of work life and relationships were significantly related to employees' happiness at the 0.1 level. Later, when the leader variable was analysed at the 0.1 level, it also meant that the quality of work life, relationships, and leadership influenced employees' happiness at work. It can be written as a regression equation in the form of a standard score as follows: Employee happiness at work = .582 + (.494 * quality of work life) + (.242 * relationship) + (.162 leadership), which is consistent with the Walton 1973 theory (referenced in Aphisit Phuengyam, 2016).

CONCLUSION AND FUTURE WORK

The study concludes that:

1. Most employees are women aged 40 and above, married, with positions of 4-6, and working age over 10 years.
2. Work factors are at the highest level, and if considered by the project, they are at the highest level. First are relationships, followed by the organization's shared values and quality of life at work. Finally, leadership.
3. Employees' overall happiness is at the highest level. If work enjoyment is regarded as the highest level, then work enjoyment is first, followed by job satisfaction and work enthusiasm.
4. The correlation coefficient between work factors that influence employees' happiness at Thai Airways International Public Company Limited was more than 80 (Stevens, 1996) [8]. This causes all independent variables in this research to have a multicollinearity relationship between factors. Therefore, all independent variables cannot be used in the stepwise multiple regression analysis, which introduces variables into the model one at a time.
5. The work factor model that influences the happiness of employees at Thai Airways International Public Company Limited is the happiness of employees at work .582, quality of work life .494, relationship .242, leadership .162, which can explain the happiness of employees at work up to 78.4 per cent and has a standard error in the forecast equal to + .155.

Research Suggestions

1. Research recommendations

1.1 Research has shown that factors related to leadership work, work relationships, job nature, shared organizational values, and quality of life are at the highest level. Therefore, organizations should maintain or improve good standards in the future, considering the appropriateness and necessity of management as much as possible.

1.2 Research has shown that employees' overall happiness is at the highest level. If it is considered the highest level, first is job satisfaction, followed by enthusiasm and happiness. Happiness standards should be maintained at a better level to improve work efficiency.

2. Suggestions for follow-up study

2.1 In this study, five elements are investigated as factors affecting employees' job satisfaction, and the next step should be to supplement them in other aspects or to improve and develop them in all aspects.

2.2The following study may adopt this conceptual framework again and change the early variables and research questions to examine the goals of companies that meet the changing conditions and apply the results to the researchers' goals.

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