

Key Actors and Networks of Thai Happy Workplace Movement

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Abstract

In the past few years, there has been a social movement in Thailand that numerous organizations joining forces to promote and adopt the concept of well-being in organizations, the so-called “happy workplace alliance.” For more than five years, this social movement, by and large, has been consistently active and increasingly expansive. Although the central pivot has always been an independent state agency, namely the Thai Health Promotion Foundation (THPF), success of driving the happy workplace movement would never been reached without the cooperation from people from related departments in many organizations of every section. This paper represents the attempt to study, explore and put forward the key issues related to “Key Actors” in organizations, who contribute to the creation of a happy workplace. Regarding the research methodology, data collection was performed by a survey using questionnaire designed for this study. Questionnaire was distributed to representatives from organizations which participated in the Happy Workplace Forum entitled “5 Apps to Happy Workplace 3.0” hosted by the Federation of Thai Industries and THPF on March 5th, 2012 at the Queen Sirikit Convention Center. This paper shows the findings about roles of those key actors in the process of the happy workplace creation, ranging from policy makers, planners, activities initiators, intervention designers, activists, and evaluators. In addition, the paper will also impart more open-ended information, stories or thoughts regarding happy workplace creation that the key actors experienced.

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Introduction

Forces to create the happy workplace in Thai society have been active for more than five years. Even the key actor has always been the Thai Health Promotion Foundation (THPF), success of driving the happy workplace would never been reached without the cooperation from people from related departments in many organizations of every section. This article represents the attempt to study, explore and put forward the key issues related to “Key Actors” in organizations, who contribute to the creation of a happy workplace. This article also tells about roles of those key actors in happy workplace creation, including their duties, responsibilities and actions.

Research Method

Data collection was performed by a survey using questionnaire designed for this study (see appendix). Questionnaire was distributed to representatives from organizations which participated in the Happy Workplace Forum: 5 Apps to Happy Workplace 3.0 hosted by the Federation of Thai Industries and THPF on March 5th, 2012 at Queen Sirikit Convention Center.

Result of Study

“Is your organization a happy workplace?”

This study aims to study about roles of key actors in happy workplace creation; therefore, it is important to post the question to divide organizations which are happy workplace and those which are not. Such a question is based on the assumption that respondents hold personal judgment whether the organizations which they hold membership of are happy workplace or not (See question number two in the questionnaire). There were 259 respondents. 173 of them (66.80%) reported that their organizations were happy workplaces, while 64 of them (24.71%) reported that their organizations are were not happy workplaces. There are 22 respondents (8.49%) who did not respond to this question.

Table 1.1
Is your organization a happy workplace?

	Frequency	Percentage
Yes	173	66.80
No	64	24.71
Total	237	91.51
Not Answering	22	8.49
Grand Total	259	100.00

According to the result above, researcher took respondents who responded positively to the question “Is your organization a happy workplace?” to be participants in this study. Information they provided was taken into account for data interpretation.

Basic Information

Gender

Of those 173 respondents, there are 107 female respondents (61.85%) and 60 male respondents (34.68%). The rest 6 respondents (3.47%) did not respond to this question.

Table 2.1
Respondents' Gender

	Frequency	Percentage
Female	107	61.85
Male	60	34.68
Total	167	96.53
Not Answering	6	3.47
Grand Total	173	100.00

Age

Of those 173 respondents, there are 63 respondents (36.42%) who are 31-40 years of age. 46 of those (26.59%) are between 20-30 years of age. 42 of those (24.28%) are between 20-30 years of age. There are 21 respondents (12.14%) who are over 50 years of age. There are 1 respondent (0.58%) who is under 20 years of age.

Table 2.2
Respondents' Age

	Frequency	Percentage
Under 20	1	0.58
20-30	46	26.59
31-40	63	36.42
41-50	42	24.28
Over 50	21	12.14
Grand Total	173	100.0

Business Sector

Of those 173 respondents who reported that they were members of organizations which are happy workplace, 77 respondents (44.51%) are from industrial sector. Of those 77, 49 respondents (28.32%) are from the large industrial enterprise.

Of 173 respondents, 49 respondents (28.32%) are from the service industry and 42 respondents (24.28%) are from public sector. It is interesting that those from medium industrial enterprise and medium service enterprise are at the same amount of 27 respondents (15.61%). Moreover, there is one respondent (0.58%) from small industrial enterprise and small service enterprise. The other 7 respondents (4.08%) are from state enterprise. The rest 5 respondents (2.89%) are those who reported that they are from other sectors.

Table 2.3
Business Sector

	Frequency	Percentage
Large Industrial Enterprise	49	28.32
Medium Industrial Enterprise	27	15.61
Small Industrial Enterprise	1	0.58
Total	77	44.51
Larger Service Enterprise	14	8.09
Medium Service Enterprise	27	15.61
Small Service Enterprise	1	0.58
Total	42	24.28
Government Sector	42	24.28
State Enterprise	7	4.05
Others	5	2.89
Grand Total	173	100.00

According to the table above, it can be said that organizations which pays attention on creation of happy workplace are in industrial sector and service sector, as well as government sector.

Job Position and Department

Of those 173 respondents who reported that they were members of organizations which are happy workplace, 96 respondents (55.49%), which is the largest group of respondents, are those who are working with human resource department of organizations. The other 75 respondents (43.35%) reported that they worked for other departments than human resource. Some of those 75 reported their specific positions, such as engineer, scientist, cargo manager, quality control supervisor, vise president, operation development director, nurse, lawyer, policy analyst, information technology officer, social security officer, and so on. There are 2 respondents (1.16%) who did not provide the requested information.

Table 2.4
Job Position and Department

	Frequency	Percentage
Human Resource Function	96	55.49
Other job function	75	43.35
Total	171	98.84
Not Answering	2	1.16
Grand Total	173	100.00

Key actors and their roles in happy workplace creation

There is one interesting question about happy workplace creation, which is “Who or which departments of organizations hold key responsibility in creating happy workplace and driving activities, as well as happy workplace creation process?” It is also interesting to study about key roles in happy workplace creation such as policy creating, initiation of happy workplace creation, tools and activities designing, activities driving, and evaluating happy workplace creation activities. The question

“Who or which departments of organizations involve in happy workplace creation?” is also raised.

Key department in happy workplace creation

Of those 173 respondents who reported that they were members of organizations which are happy workplace, it is interesting that the majority of respondents can be divided into two groups of 66 respondents. The first group reported that human resource department held key responsibility for happy workplace creation. The second group reported that human resource department working jointly with the specific happy workplace steering team held key responsibility for happy workplace creation. 22 respondents (12.72%) reported that the specific happy workplace steering team alone held responsibility on happy workplace creation. The rest 12 respondents (6.94%) reported that other departments held responsibility on happy workplace creation. Examples of those other department are employee relation unit, benefits unit, operation and organization development department, quality of life development club, health science unit, corporate social responsibility unit, ethics club, quality assurance department, and so on.

Table 3.1
Responsible Groups/Departments in Happy Workplace Creation

	Frequency	Percentage
Human Resource	66	38.15
Specific Happy Workplace Steering Team	22	12.72
Joint team of both	66	38.15
Others	12	6.94
Total	166	95.95
Not Answering	7	4.05
Grand Total	173	100

According to the table above, it can be concluded that most of organizations which are seen as happy workplaces put the role of happy workplace creation on human resource department and the specific happy workplace creation steering team.

Happy Workplace Creation Policy Maker

Policy making can be considered as an important aspect of happy workplace creation. Policy provides direction and common goals of organizations. Moreover, it can be a guideline for resources management. The question is “Who/which department does hold the key roles and responsibilities in making happy workplace creation policy?”

According to 173 respondents, interesting results are found as follow.

- 1) 93 respondents (53.76%) reported that top management held the key roles in such a policy making
- 2) 26 respondents (15.03%) reported that human resource department held the key roles in such a policy making

- 3) 18 respondents (10.40%) reported that human resource department and the specific happy workplace creation steering team, together, held the key roles in such a policy making
- 4) 17 respondents (9.83%) reported that the specific happy workplace creation steering team held the key roles in such a policy making
- 5) 12 respondents (6.94%) reported that top management and human resource department held the key roles in such a policy making
- 6) 1 respondent (0.58%) reported that other department than human resource department, top management and the specific team held the key roles in such a policy making
- 7) 5 respondents (2.89%) did not report which department held the key roles in such a policy making

Table 3.2
Happy Workplace Creation Policy Maker

	Frequency	Percentage
Top Management	93	53.76
Human Resource Department	26	15.03
Specific Happy Workplace Steering Team	17	9.83
Top Management and Human Resource Department	12	6.94
Top Management and Specific Happy Workplace Steering Team	1	0.58
Human Resource Department and Specific Happy Workplace Steering Team	18	10.40
Others	1	0.58
Total	168	97.11
Not Answering	5	2.89
Grand Total	173	100

According to the above table, it can be concluded that most of organizations which are seen as happy workplaces lay the role of happy workplace policy making with top management. Human resource department and the specific steering team are responsible for such a policy making as well, but not in as many organizations as top management does.

Happy Workplace Creation Plan Formulator

Not only policy that is important in happy workplace creation, working plan is as well. Plan formulation can be considered as the second most important management process, as working plan can serve as a blueprint for happy workplace creation working team. This blueprint provides the team with direction. The question is “Who/which department does hold the key roles and responsibilities in formulating happy workplace creation plan?”

According to 173 respondents, interesting results are found as follow.

- 1) 77 respondents (44.51%) reported that human resource department held the key roles in plan formulation
- 2) 35 respondents (20.23%) reported that the specific happy workplace creation steering team held the key roles in plan formulation
- 3) 30 respondents (17.34%) reported that human resource department together with the specific happy workplace creation steering team held the key roles in plan formulation
- 4) 15 respondents (8.67%) reported that top management held the key roles in plan formulation
- 5) 7 respondents (4.05%) reported that human resource department together with top management held the key roles in plan formulation
- 6) 1 respondent (0.58%) reported that the specific happy workplace creation steering team together with the specific happy workplace creation steering team held the key roles in plan formulation
- 7) 2 respondents (1.16%) reported that other departments held the key roles in plan formulation
- 8) 6 respondents (3.47%) did not report which department held the key roles in plan formulation

Table 3.3
Happy Workplace Creation Plan Formulator

	Frequency	Percentage
Top Management	15	8.67
Human Resource Department	77	44.51
Specific Happy Workplace Steering Team	35	20.23
Top Management and Human Resource Department	7	4.05
Top Management and Specific Happy Workplace Steering Team	1	0.58
Human Resource Department and Specific Happy Workplace Steering Team	30	17.34
Others	2	1.16
Total	167	96.53
Not Answering	6	3.47
Grand Total	173	100.00

According to the above table, it is found that majority group of organizations which are seen as happy workplaces lay the role of happy workplace plan formulation with human resource department. The second largest group of organizations, which are seen as happy workplaces, laid such a role with either the specific steering team, or the joint operation of the specific steering team and human resource department. However, there are some organizations which lay such a role with top management.

Happy Workplace Activities Initiation

Happy workplace creation can be considered as a new concept of organizational management which not yet to have standardized concept both in the world of practice and academia. Happy workplace initiatives, therefore, are important to happy workplace creation, especially in terms of igniting ideas, selling ideas, and inspiring people. All of those are for the purposes of creating acceptance and common understanding of employees, management, and other related stakeholders, which can be a firm foundation for driving happy workplace creation according with policy and plan. The question is “Who/which department does hold the key roles and responsibilities of happy workplace initiatives?”

According to 173 respondents, interesting results are found as follow.

- 1) 66 respondents (38.15%) reported that human resource department held the key roles of happy workplace initiatives
- 2) 39 respondents (22.54%) reported that the specific happy workplace creation steering team held the key roles of happy workplace initiatives
- 3) 29 respondents (17.34%) reported that the specific happy workplace creation steering team together with human resource department held the key roles of happy workplace initiatives
- 4) 25 respondents (14.45%) reported that top management held the key roles of happy workplace initiatives

- 5) 6 respondents (3.47%) reported that top management together with human resource department held the key roles of happy workplace initiatives
- 6) 1 respondent (0.58%) reported that top management together with the specific happy workplace creation steering team held the key roles of happy workplace initiatives
- 7) 2 respondents (1.16%) reported that other departments held the key roles of happy workplace initiatives
- 8) 5 respondents (2.89%) did not report which department held the key roles of happy workplace initiatives

Table 3.4
Happy Workplace Activities Initiation

	Frequency	Percentage
Top Management	25	14.45
Human Resource Department	66	38.15
Specific Happy Workplace Steering Team	39	22.54
Top Management and Human Resource Department	6	3.47
Top Management and Specific Happy Workplace Steering Team	1	0.58
Human Resource Department and Specific Happy Workplace Steering Team	29	16.76
Others	2	1.16
Total	168	97.11
Not Answering	5	2.89
Grand Total	173	100

According to the above table, it is found that majority group of organizations which are seen as happy workplaces lay the role of happy workplace initiatives with human resource department. The second largest group of organizations, which are seen as happy workplaces, laid such a role with either the specific steering team, or the joint operation of the specific steering team and human resource department. However, there are some organizations which lay such a role with top management.

Happy Workplace Interventions Designer

As mentioned earlier that happy workplace creation is still a new approach of organizational management and not yet to have a standardized concept. Not only the related departments need happy workplace initiatives, but also need to play the role of designer of tools and interventions to create happiness and to develop happy workplace. The question is “Who/which department does hold the key roles and responsibilities of happy workplace interventions designing?”

According to 173 respondents, interesting results are found as follow.

- 1) 69 respondents (39.88%) reported that human resource department held the key roles of happy workplace interventions designing

- 2) 48 respondents (27.75%) reported that the specific happy workplace creation steering team held the key roles of happy workplace interventions designing
- 3) 30 respondents (17.34%) reported that human resource department together with the specific happy workplace creation steering team held the key roles of happy workplace interventions designing
- 4) 12 respondents (6.94%) reported that top management held the key roles of happy workplace interventions designing
- 5) 5 respondents (2.89%) reported that top management together with human resource department held the key roles of happy workplace interventions designing
- 6) 1 respondent (0.58%) reported that top management together with the specific happy workplace creation steering team held the key roles of happy workplace interventions designing
- 7) 2 respondents (1.16%) reported that other departments held the key roles of happy workplace interventions designing
- 8) 5 respondents (2.89%) did not report which department held the key roles of happy workplace interventions designing

Table 3.5
Happy Workplace Activities Designer

	Frequency	Percentage
Top Management	12	6.94
Human Resource Department	69	39.88
Specific Happy Workplace Steering Team	48	27.75
Top Management and Human Resource Department	5	2.89
Top Management and Specific Happy Workplace Steering Team	1	0.58
Human Resource Department and Specific Happy Workplace Steering Team	30	17.34
Others	2	1.16
Total	167	96.53
Not Answering	5	2.89
Grand Total	173	100

According to the above table, it is found that majority group of organizations which are seen as happy workplaces lay the role of happy workplace interventions designing with human resource department. The second largest group of organizations, which are seen as happy workplaces, laid such a role with either the specific steering team, or the joint operation of the specific steering team and human resource department. However, there are some organizations which lay such a role with top management.

Mobilizing and Managing Happy Workplace Activities

To create a happy workplace, policy making, planning, initiatives and intervention designing are crucial. The other thing that is as much important as those mentioned above is mobilization and management of happy workplace activities. It is important as it can assure that policy and plan are cascaded into actions. The question is “Who/which department does hold the key roles and responsibilities of mobilization and management of happy workplace activities?”

According to 173 respondents, interesting results are found as follow.

- 1) 66 respondents (38.15%) reported that human resource department held the key roles of mobilization and management of happy workplace activities
- 2) 53 respondents (30.64%) reported that the specific happy workplace creation steering team held the key roles of mobilization and management of happy workplace activities
- 3) 36 respondents (20.81%) reported that human resource department together with the specific happy workplace creation steering team held the key roles of mobilization and management of happy workplace activities
- 4) 8 respondents (4.62%) reported that top management held the key roles of mobilization and management of happy workplace activities

- 5) 1 respondent (0.58%) reported that top management together with human resource department held the key roles of mobilization and management of happy workplace activities
- 6) 1 respondent (0.58%) reported that top management together with the specific happy workplace creation steering team held the key roles of mobilization and management of happy workplace activities
- 7) 2 respondents (1.16%) reported that other departments held the key roles of mobilization and management of happy workplace activities
- 8) 6 respondents (3.47%) did not report which department held the key roles of mobilization and management of happy workplace activities

Table 3.6
Mobilizing and Managing Happy Workplace Activities

	Frequency	Percentage
Top Management	8	4.62
Human Resource Department	66	38.15
Specific Happy Workplace Steering Team	53	30.64
Top Management and Human Resource Department	1	0.58
Top Management and Specific Happy Workplace Steering Team	1	0.58
Human Resource Department and Specific Happy Workplace Steering Team	36	20.81
Others	2	1.16
Total	167	96.53
Not Answering	6	3.47
Grand Total	173	100

According to the above table, it is found that majority group of organizations which are seen as happy workplaces lay the role of mobilization and management of happy workplace activities with human resource department. The second largest group of organizations, which are seen as happy workplaces, laid such a role with either the specific steering team, or the joint operation of the specific steering team and human resource department. However, there are some organizations which lay such a role with top management.

Happy Workplace Activities Evaluation

To create happy workplace, what is as important as policy making, planning, initiatives and intervention designing, and activities' mobilizing is evaluation. Happy workplace activities evaluation is not only revealing about effectiveness and efficiency of the process of happy workplace creation, but also providing feedback that can be beneficial for happy workplace creation process improvement. The question is "Who/which department does hold the key roles and responsibilities of happy workplace activities evaluation?"

According to 173 respondents, interesting results are found as follow.

- 1) 69 respondents (39.88%) reported that human resource department held the key roles of happy workplace activities evaluation
- 2) 49 respondents (28.32%) reported that the specific happy workplace creation steering team held the key roles of happy workplace activities evaluation
- 3) 28 respondents (16.18%) reported that human resource department together with the specific happy workplace creation steering team held the key roles of happy workplace activities evaluation
- 4) 15 respondents (8.67%) reported that top management held the key roles of happy workplace activities evaluation
- 5) 2 respondents (1.16%) reported that top management together with human resource department held the key roles of happy workplace activities evaluation
- 6) 1 respondent (0.58%) reported that top management together with the specific happy workplace creation steering team held the key roles of happy workplace activities evaluation
- 7) 3 respondents (1.73%) reported that other departments held the key roles of mobilization and management of happy workplace activities evaluation
- 8) 6 respondents (3.47%) did not report which department held the key roles of mobilization and management of happy workplace activities evaluation

Table 3.7
Happy Workplace Activities Evaluation

	Frequency	Percentage
Top Management	15	8.67
Human Resource Department	69	39.88
Specific Happy Workplace Steering Team	49	28.32
Top Management and Human Resource Department	2	1.16
Top Management and Specific Happy Workplace Steering Team	1	0.58
Human Resource Department and Specific Happy Workplace Steering Team	28	16.18
Others	3	1.73
Total	167	96.53
Not Answering	6	3.47
Grand Total	173	100

According to the above table, it is found that majority group of organizations which are seen as happy workplaces lay the role of mobilization and management of happy workplace activities with human resource department. The second largest group of organizations, which are seen as happy workplaces, laid such a role with either the specific steering team, or the joint operation of the specific steering team and human resource department. However, there are some organizations which lay such a role with top management.

Other Suggestions

This survey study did not only collect data by the use of close-ended questions, but also provided an opportunity for respondents to share information, stories or thoughts regarding happy workplace creation that they experienced. The following are what respondents shared.

- Siam University: Employees are provided with opportunity to speak up
- Eastern Palm Oil:
 - ✓ Company and top management provide certain amount of budget (THB 30,000) for voluntary or social responsibility activities
 - ✓ Company provides certain amount of budget (THB 30,000) for sport day activity
 - ✓ One Day Trip (Twice a year)
 - ✓ Recreation trips both domestic and abroad (Once a year)
 - ✓ Birthday party and Christmas party
 - ✓ Buddhist activities
 - ✓ Aerobic dance activity
- Schneider (Thailand) Co., Ltd.
 - ✓ Vegetable planting in the workplace
 - ✓ Providing a budget for hometown development earning by submitting a project proposal to the committee to gain approval

- Asahi Tech Aluminum (Thailand) Co., Ltd.: Do not have available examples, but intending to find some for the conference next year
- The Ministry of Social Development and Human Security of Thailand: Special Activity Unit
 - ✓ Establishment of Buddhist wisdom club with the permanent secretary as an advisor. From the beginning with 10 members, currently, there are 70 members.
 - ✓ Purpose of the club is providing guideline according to Buddhist teaching for employees' work and lives
 - ✓ Activities of the club includes both organizing periodic Buddhism activities and on-going activities to help employees in integrating Buddhist teaching to their everyday lives
 - ✓ The club is not funded by governmental budget, but by voluntary donation
- TMSI International Lasic Center
 - ✓ Energy Medicine project, which is a weekly meditation activity
- Siam Cement Group Chemical: (Human Resource Section)
 - ✓ To create happy workplace, top management needs to have clear policy regarding what activity to do, when to do, and how to do, as well as to provide full support to the activity
 - ✓ Activities that can contribute to the creation of happy workplace should be enjoyable and utility. Activities can come in the form of club, such as
 - Telescope Club
 - Movie and Music Club
 - Golf Club
 - Sport Club
 - Physical Club
 - Health and Beauty Club
 - Board Club (Playing chess together)
 - Investor Club
 - ✓ Promoting the concept of "Work Life Balance"
- Kulthorn Premier Co., Ltd.
 - ✓ External
 - Donation for schools in remote areas
 - Afforesting
 - Building weirs
 - ✓ Internal
 - Sportday activity
 - Garden in the Workplace
 - Buddhist Merit activity
 - Morning Exercise
 - Walk Rally activity (Involving both management and employees)
 - Physical Health Check Up
 - ✓ The concept of happy workplace should involve creation of good working environment, as well as developing proper leadership of supervisors for creating happiness in the workplace
- SB Reality Co., Ltd. (Piyarom Sportclub): Vice President

- ✓ Staff Day activity where employees can share with others what they are good at through any kind of stage performance they prepare. They can share with others about themselves, they can learn about others as well.
- Unimit Engineering Public Co., Ltd.: Material Control and Warehouse
 - ✓ “Save World, Save Friends” Club to host both internal and external activities for the purpose of happiness creation
 - Internal Activities: Buddhism for work, Singing Contest, Sufficiency Economy for Happy Life, and so on
 - External Activities: Internship program for students, money and books donation for schools, hosting activities with surrounding community at the temple, and so on
- Bank for Agriculture and Agricultural Co-Operatives: Human Resource Section
 - ✓ Social contribution activities, such as countryside development project
 - ✓ Social development activities, such as quitting allurements project
 - ✓ Happiness creation activities, such as rewarding employees who have worked with the organization for 20, 25, 30, 35, and 40 years, as well as rewarding employees who contribute to the society
- Bank for Agriculture and Agricultural Co-Operatives: Assistant Branch Manager
 - ✓ Encouraging employees to follow the core values of the organization
 - ✓ Opening up channel of communication for employees’ suggestions
 - ✓ Encouraging employees to play any kind of sports
- Smitivej Sriracha Co., Ltd.:
 - ✓ Providing interest free house repairing loan for flood victims after flooding incident
 - ✓ Free lunch every Friday
- Imperial Plaza Co., Ltd.:
 - ✓ Happy Birthday party for employees who have birthday in each month
 - ✓ Encouraging employees to participate in the corporate social responsibility activity
 - ✓ The weight losing competition to promote personal health care
- Procter & Gamble:
 - ✓ Hosting activities for employees, such as
 - New Year party
 - Mother’s Day activity
 - Father’s Day activity
 - ✓ Establishing clubs according with employees’ interest
 - Cycling Club
 - Bio-Organic Consumption Club
 - Meditation Club
 - Football Club
 - Badminton Club
 - ✓ Hosting social contribution activities, such as building schools
- Siriraj Hospital:
 - ✓ 360 Degree Goodness Project
 - Asking every employee to write down 3 of their goodness
 - Submitting all written down goodness to the committee
 - Grouping those goodness

- Creating goodness certificate for everyone
 - Giving goodness certificate to employees as New Year gift, so that employees feel their value and learn how to think positively
- Road Accident Victims Protection Co., Ltd.:
 - ✓ Loaning benefits for employees
 - ✓ Caring for employees' families
 - ✓ Scholarship awarding for employees' children
 - ✓ Management meet up with employees
- National Healthcare Co., Ltd.
 - ✓ The activity called "Neat costume, Good discipline, Great Services" which colleagues vote for the winner every quarter
 - ✓ This activity is to develop employees' personality and service skills by the use of environment and peer supports
 - ✓ The concept of Happy Workplace is known as the happy ambassador. Happy ambassadors are those who host any happiness creation activities
- Star Micro Electric (Thailand) Public Co., Ltd.:
 - ✓ As a medium enterprise, the company focuses on employees' performance. Employees' benefits are according with Thai labor laws. In other words, happiness creation activities are limited. The result of such a limitation is problems in cross-sectional working. After top management encourages the concept of happy workplace, employees positively respond to the concept, resulting in better level of employee engagement and better working environment
- Department of Probation: Probation Officer
 - ✓ Friendliness of supervisors and management is important to the creation of happy workplace
 - ✓ Friendliness among colleagues can result in happiness in workplace
- Thai Nam Plastic Public Co., Ltd.:
 - ✓ Providing loan for employees to prevent them from being in debt out of proper financial institution
 - ✓ Encouraging personal saving
- Nahm Sanitaryware Co.Ltd
 - ✓ Supporting employees during the flooding incident, as well as in other cases of emergency
 - ✓ Encouraging the value of sharing
 - ✓ Encouraging the culture of asking for help, rather than giving order
 - ✓ Encouraging the culture of being generous to others
- Charoen Pokphand Food
 - ✓ Encouraging employees to have consciousness in the meeting
 - Dialogue with appreciative inquiry
 - Not to do 6 bad habits
 - Attacking
 - Suppressing
 - Blaming
 - Showing off
 - Blocking ideas
 - Depriving

- ✓ Selling budget consumption products to employees once a month
 - ✓ Promoting the concept of “Happy 8” of the Thai Health Promotion Foundation for employees and their families
- Saraburi Hospital:
 - ✓ Taking care of each other
 - ✓ Thinking positively
 - ✓ Valuing the concept of sharing
 - ✓ Thinking of goodness of others
 - ✓ Doing good things to the society together
 - ✓ Seeing the benefits of the majority
- Thai Summit Connector
 - ✓ Building relationship between employees and top management through birthday party organized for employees every month
 - ✓
- Thai Summit Connector: Head of Quality Assurance
 - ✓ Happy workplace creation is done through the activities, such as birthday party, lunch with management project
- Thai Summit Connector: Warehouse
 - ✓ Morning merit activity
 - ✓ Sport day
 - ✓ Social contribution activity
 - ✓ Visiting employees who are admitted in the hospital
 - ✓ Supporting employees’ and family members’ funeral
 - ✓ Scholarship awarding to employees’ children
- Home Product Public Co., Ltd.:
 - ✓ Voluntary Home Pro Project
 - Social contribution activities
 - Building restrooms for schools in remote areas
 - Providing help for flood victims
- Chalachol Co., Ltd.
 - ✓ Corporate Social Responsibility activities
 - Donation for students in remote area schools
 - Building Buddhist temples
- Saengsuruyachat Co., Ltd.: Marketing and Sales Department
 - ✓ Social contribution activities
 - ✓ Providing help for flood victims
 - ✓ Providing help for Aids patients
- Thai Catholic Radio: TV division (Signis)
 - ✓ Having relaxing corner for employees to have a chat or music activity
- VS Group
 - ✓ Buddhism activities
- Animal Bio-Material control Division, Department of Livestock Development
 - ✓ Having free space for employees to conduct activities, such as planting, and recreation activities
 - ✓ Having bicycle available for employees to promote physical exercise
 - ✓ Monthly donation for impoverished and disabled persons
 - ✓ Supervisors always share fruits and foods with subordinates
 - ✓ Big cleaning day activity
 - ✓ Cooking and having lunch and dinner together

- Animal Bio-Material control Division, Department of Livestock Development: Medical Scientist
 - ✓ Having creative activities together, such as exercising, traveling, and Buddhist activities
- BAS Manufacturing Co.Ltd
 - ✓ 5 S's activities that can reduce cost of production
 - ✓ Forest planning activity for global warming prevention and flood prevention
- Srithai Superware Co., Ltd.
 - ✓ Sustainable growth concept
- Kasembandit University: (Consultant)
 - ✓ Recognition and reward for those who are being generous to others
 - ✓ Activities to promote physical health and mental health
 - ✓ Applied Thai dance for health
 - ✓ Fieldtrip
- Thai Chamber of Commerce University: (Researcher)
 - ✓ www.happysmes.com
 - ✓ Facebook sharing by liking the page "happysmes"
- Kasetphand Industry Co., Ltd.:
 - ✓ Visiting employees who are admitted in the hospital
 - ✓ Providing help to employees who are natural disaster victims
 - ✓ Providing help on funeral expenses
 - ✓ Traditional Sport Day
 - ✓ Leadership development program as a career development plan
 - ✓ Happy Society project (Social contribution activities)
- Prachinburi Glass Industry Co., Ltd.:
 - ✓ Providing recreation area for employees' activities, both indoor, such as fitness center and table tennis, and outdoor, such as sport area for football and basketball
 - ✓ Providing karaoke room for employees
 - ✓ Joint activities with surrounding community, such as Buddhist activities with temple close to the company compound
 - ✓ Joint activities with schools close to the company compound, such as taking students to a football match
- BMT Pacific Co., Ltd.
 - ✓ Interest free motorcycle purchasing
- Suan Saranrom Hospital
 - ✓ Birthday activity
 - ✓ New Year activity
 - ✓ Retirement activity
 - ✓ Ceremony of anniversary
 - ✓ Fieldtrip
 - ✓ Annual sport day
 - ✓ Taking patient to Buddhism activities

Conclusion

Creation of happy workplace can be considered as a process that needs cooperation from many related departments. According to this survey study, it can be concluded that there are several roles in happy workplace creation. Each role is taken by aligned

sections within an organization. The following table is representing those who are responsible for each role of happy workplace creation.

Actors Roles	The most frequently found actor	The second most frequently found actor	The third most frequently found actor
Responsible Groups/Departments in Happy Workplace Creation	Human Resource Department	The Specific Steering Team for Happy Workplace Creation	The joint operation of Human Resource Department and The Specific Steering Team for Happy Workplace Creation
Happy Workplace Creation Policy Maker	Top Management	Human Resource Department	The Specific Steering Team for Happy Workplace Creation
Happy Workplace Creation Plan Formulator	Human Resource Department	The Specific Steering Team for Happy Workplace Creation	The joint operation of Human Resource Department and The Specific Steering Team for Happy Workplace Creation
Happy Workplace Activities Initiation	Human Resource Department	The Specific Steering Team for Happy Workplace Creation	The joint operation of Human Resource Department and The Specific Steering Team for Happy Workplace Creation
Happy Workplace Interventions Designer	Human Resource Department	The Specific Steering Team for Happy Workplace Creation	The joint operation of Human Resource Department and The Specific Steering Team for Happy Workplace Creation
Mobilizing and Managing Happy Workplace Activities	Human Resource Department	The Specific Steering Team for Happy Workplace Creation	The joint operation of Human Resource Department and The Specific Steering Team for Happy Workplace Creation

Happy Workplace Activities Evaluation	Human Resource Department	The Specific Steering Team for Happy Workplace Creation	The joint operation of Human Resource Department and The Specific Steering Team for Happy Workplace Creation
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Appendix: Questionnaire

Roles of Happy Workplace Creation

1. Basic Information

Organization's Title _____

Gender ☐ Male ☐ Female

Age ☐ Below 20 ☐ 20 – 30 ☐ 31 – 40 ☐ 41 - 50 ☐ Over 50

Business Section

- Industrial ☐ Large enterprise ☐ Medium enterprise ☐ Small enterprise

- Service ☐ Large enterprise ☐ Medium enterprise ☐ Small enterprise

☐ Government sector ☐ State Enterprise ☐ Other (Please specify) _____

Position/Department

☐ Human Resource Department ☐ Other (Please specify) _____

2. Do you think the organization which you are a member of is a happy workplace ☺ YES ☹ NO

3. Key actors and their roles in happy workplace creation

3.1 Who/which department is taking responsibilities of happy workplace creation activities (Can choose more than 1)

☐ Human Resource Department ☐ The Specific Steering Team for Happy Workplace Creation ☐ Other (Please specify) _____

3.2

Please select the department(s) which take(s) responsibilities for each roles by making a check (✓)	Top Management	HR	The Specific Steering Team for Happy Workplace Creation	Other (Please specify)
1) Happy Workplace Creation Policy Maker				
2) Happy Workplace Creation Plan Formulator				
3) Happy Workplace Activities Initiation				
4) Happy Workplace Interventions Designer				
5) Mobilizing and Managing Happy Workplace Activities				
6) Happy Workplace Activities Evaluation				

4. Should you prefer to share your experiences, stories, or information regarding happy workplace creation, please feel free to do so in this section. Your sharing will be beneficial for happy workplace creation in Thai society.
