HAPPINESS AT WORK: AN ANALYSIS OF THE OPERATIONAL DEPARTMENT EMPLOYEES IN THE BANKING INDUSTRY

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ABSTRACT

Nowadays, many organizations face up with the high turnover rate issue, one of the reason is unhappy employees tends to quit. This study is aimed to interpret and understand the origin of the happiness of employees in a workplace based on Martin Seligman's PERMA model.

The research methodology is Qualitative research by using the Qualitative Content Analysis and using the diary journal report as a tool. Seven respondents, from the operational department employees in the banking industry, were presented as the sample population in this study where the journal noting took five days.

From the study, it was found that the positive relationship was the most noted dimension, which influenced the happiness of employees, followed by accomplishment. To be more specific, the relationship with the colleague was mentioned the most in terms of the positive relationship. Other three dimensions were rarely noted in the journal.

This study expects to help this company to interpret the needs of employees and fulfil their happiness at work so that the company will gain competitive advantages from the employees' commitment to their work and, thus, will be able to reduce turnover rate in return. The future researchers can use this study as the guideline for the next study in the same field as stated in the topic.

KEY WORDS: Happiness/ Happiness at Work/ PERMA Model

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CHAPTER I
INTRODUCTION

1.1 Problem Statement

At the moment, people worked hard in order to reach their expected goals; however, they became less tolerated with the job they were doing. As a consequence, the turnover rate had tremendously been raising over the past decades. As a matter of fact, the turnover rates throughout the world were forecasted to radically increase over the next years. In some countries, the extent of the problems was including the issues of the labor market, the roles of government, demographic factors, as well as the change in nature of employees' commitment to the companies. The needs of them increasingly met and exceeded the reality that most organizations could not provide them with everything they needed. Moreover, some employees felt increasingly concerned with the equality within the workplace (Jarman, 2017).

The commitment of the employees towards their work significantly dropped and caused negative effects to the organization they worked for. According to the statistical data from Gallup Survey, the findings showed the less commitment of employees around the world during 2011-2012. Only about 13 percent of employees throughout the world were engaged in their work. Such number represented the only group of people psychologically committed to the work, showing the positive attitudes at work. However, about 63 percent were identified as non-engaged, meanwhile, approximately 24 percent were grouped into actively disengaged (Crabtree, 2013). The last group referred to those who were unhappy with the work and tend to leave after they already expressed the outrageous feelings across the workplace. This phenomenon illustrates the unfolding problems, which occurred within the organization. Lack of happiness is well-said to be the primary cause of these issues. In nature, people always sought out for happiness. And the happiness would come into them at the place they felt secured and enjoyed with. The problem found in the organization was that they failed to properly manage their place to create those sense of feeling to their employees. The less commitment, as

shown in the above research, proved that happiness has a great relationship with a commitment to work. The companies, which fail to provide the solutions in proper ways, inevitably, met the high turnover rate of their employees and this impacted the company reliability and confidence including potential and productivity.

This research aims to interpret and understand issues more deeply. Taking into the account of five dimensions of PERMA model, the researcher will discuss what can increase the happiness at work of the operational department employees in the banking industry. By understanding these issues at more facets, the companies and organizations can better manage their people and create the strategic approach to keep their employees working for them with full commitment.

1.2 Research Question

What makes the operational department employees in the banking industry happy at work?

1.3 Research Objectives

1. To examine how dimensions of PERMA model influence the happiness at work of the operational department employees in the banking industry

2. To explore which dimension among them has the most powerful impact on the happiness at work of the operational department employees in the banking industry

1.4 Expected Benefits

The research study provides an advantage that it can be used as a guideline for the future study in the same field. Meanwhile, the results will show the dimensions which most influence the happiness at work of the operational department employees in the banking industry and indicate to this banking companies should promote these dimensions in order to nurture the employees' happiness which should be the requirements of other organizations that may concern.

CHAPTER II
LITERATURE REVIEW

2.1 Definition of Happiness

Happiness was defined differently by different persons. For some people, happiness was related to the perceptions of effective performance and the degree of progress to the goals. Therefore, this may imply that the short-term, but very challenging, goals could result in the real-time feelings of happiness for them (Eagly & Chaiken, 1993). Sloan (2005) defined happiness as the state of well-being, joy, or pleasure with something. In the workplace, happiness could be also achieved through various ways such as the achievement of work leading to the happiness in form of job satisfaction at the maximum level.

Furthermore, happiness could be perceived as the pleasant moods and emotions, well-being, including positive attitudes which were shaped through the psychological process. Happiness is a fundamental need for all humans, and many of them were mildly happy most of the time also (Diener & Diener, 1996). Happiness has been a field of interest of the philosophers for a long-standing history and they often were presented in the psychological research.

2.2 Psychological study of Happiness

An increase in a psychological study led to more interests in the study of happiness along with other positive states in contrast to the previous studies which mostly engaged with the psychological study of depression, stress and negative states of mind (Schnittker, 2008).

The study of happiness had prevalently been extended to the workplace as people generally spent a lot of time each day at their workplace. It is said that the happiness at work would draw to the more positive moods and attitudes of the ones (Sloan, 2005).

Therefore, the causes and effects of the happiness at work were greatly explored and presented by many researchers.

For instance, Cynthia D. Fisher (2010) stated that the happiness at work was associated with job satisfaction. Job satisfaction was the attitude, which included both cognitive and affective elements. Simmons (2014) discussed the job satisfaction in relations with happiness that the pleasurable or positive emotional state was an output from the success in a job of the ones.

At the meantime, cetain people might seek their true feelings of happiness the most when they could explore the person and person-organization fit when they select the place to work and decrease self-expectations to fit in with the reality. When they started to feel dissatisfied with the situation at work, it was likely they decided to leave the organization and seek another one, which could potentially supply their happiness.

2.3 Significance of Happiness at Work

There are a few reasons why people have to work. It could be that they needed money for living, meanwhile, some worked in order to gain working experience. All employees, however, would like to attain the happiness at their workplace decently. The significance of happiness at work has been widely studied for long as it is important to realize its potential impact on the commitment of employees due to the positive attitudes, values, perspectives, and motivation to work (Simmons, 2014).

The happiness of an employee in the organization greatly influenced the organization success. On the other hand, the organizations without the happiness of employees could challenge more trouble in employee management, which affected the worst performance including disciplinary issues. Besides, the organization with happy employees could attain highly positive performances that were generally driven by the employees (Simmons, 2014).

Therefore, organizations should review the factors in creating the working environment that supported the happiness of employees in order to drive them to fully perform their duties for the highest achievement of the organization.

Similarly, the job satisfaction along with the happiness would shape their morale and greater commitment to work for the organization, working at their full efforts

to improve the self-individual and the organization performance, establishing a healthy relationship with their co-workers (Park, Chung & Rutherford, 2011). Lawler (1973) stated that the managers should learn the significance of work life and make sure the workplace include the quality of life. Similarly, Edwin Locke (1976) noted that the happiness of the employees reflected their positive emotions and attitudes of employees towards the organization.

The significance of employees' satisfaction and happiness at the workplace was considered as the heart of the organization. The companies expected to attain the well-advanced human resource management system which could manipulate to deal with every employee's happiness and make them feel satisfied in the workplace (Sloan, 2005). The employees who were happier at work could increase the more potential of the organization (Porter & Steers, 1973).

2.4 Previous Studies by Other Researchers

Daniels (2000) discussed that the importance of employees' happiness was involved in the more engagement to the organization. This could be achieved by various ways such as participation in the management, being authorized the decision-making power, less intervention from others in the job. Therefore, it is important for every organization to take into account that the evaluation of the employees' happiness stems from the culture of the organization, and work attitudes of employees including their level of engagement.

Gerhart (1987) stated that there were many factors affecting the level of happiness at work e.g. co-workers, workplace, benefit offers, working conditions, engagement, and salaries. Job description of individual employees also influenced the level of job satisfaction, working motivation as well as their productivity.

Sloan (2005) stated that happiness was not only associated with the job satisfaction but also the emotional self-regulation of individuals regardless of that job satisfaction is met. With the expectations for work success and achievement at the workplace, the success could, therefore, become the source of job satisfaction (Daniels, 2000).

Halliden and Monks (2005) noted that people were the most crucial assets, which impacted on the company potential and played an important role in a particular

organization to successfully achieve the goals. Thus, to interpret the problems of the individuals in the organization and to explore the factors that supported or discouraged their happiness were the common practices, which were needful in any organizations of any industries. In other words, the employees' happiness would contribute to the improvement and effectiveness at work.

Furthermore, they were more likely to come up with strong enthusiasm to perform their tasks. On the contrary, in case the employees were not meeting their expected level of happiness, it would be more likely they possessed the negatively shaped enthusiasm which would, as a result, had a negative impact on the organization which was too tough for them to make a recovery and finally, the organization would encounter with great loss.

2.5 PERMA Model

Martin Seligman (2011) introduced the PERMA Model; the conceptual model used to overview the happiness of workers. According to the model, there were five major elements that included positive emotion, engagement, positive relationships, meaning, and accomplishment or achievement. All these five elements should be met within the workplace in order to ensure the employees meet the maximum job happiness (Seligman, 2011). Five elements are discussed elaborately in the following paragraphs.

2.5.1 Positive Emotion (P)

"Positive emotion" refers to any forms of positive emotion within the mental mind of employees e.g. gratitude, inspiration, hope, satisfaction, pleasure, peace, happiness or affection. By having these kinds of emotion, the employees would have more happiness with their work

2.5.2 Engagement (E)

"Engagement" refers to the state in which the individual employees were highly participating in situations, task, decision-making process or any key projects including the feeling of deep interest or high involvement in their work. The increasing

level of engagement of employees makes them feel more privileged and shape the notion that they are important for the organization to strive.

2.5.3 Positive Relationships (R)

"Positive Relationships" refer to the relationship between employees themselves including that between colleagues and their superior positions. Since employees as human are regarded as "social beings," the healthy relationships are the major point to be concerned. Positive relationships with others make ones feel safer, happier and more belonging to society or organization they are in.

2.5.4 Meaning (M)

The term "meaning" represents the value the employees contribute to their work. It could also be associated to the feelings of their life and work being meaningful and to the fact that they are connected with the cause bigger than oneself which makes them feel useful and valuable at work.

2.5.5 Accomplishment/Achievement (A)

"Accomplishment" and/or "achievement" refer(s) to the ability to reach the goals, which the employees have set to achieve. Moreover, the terms might include job promotion, salary increase and reward provision for employee pertaining great performance at work. These achievements are coherently contributed to more happiness among employees.

2.6 The Conclusion of the Literature Review

Happiness is the state of being happy, joyful and pleased within individuals that are also engaged in psychological study and perceptions towards objects. The study of happiness has been conducted for long and one of the focused points of the researchers in the past few years is the happiness at work. Happiness at work would draw to the more positive moods and attitudes of the ones (Sloan, 2005) and influence the commitment of employees due to the positive attitudes, values, perspectives, and motivation to work (Simmons, 2014). Hence, organizations must gain notion of the situation and environment

at work, in which the happiness of their employees could be enhanced in order to allow them to fully perform their duties for the organization.

   Martin Seligman (2011) stated that the PERMA Model was the conceptual model which overviews the happiness of workers, consisting of five major elements as positive emotion, engagement, positive relationships, meaning, and accomplishment or achievement. Thus, in this study, PERMA model is applied in order to explore how the employees' happiness could be fulfilled.

PERMA Model
1. Positive Emotion (P)
2. Engagement (E)
3. Positive Relationship (R)
4. Meaning (M)
5. Accomplishment/Achievement (A)
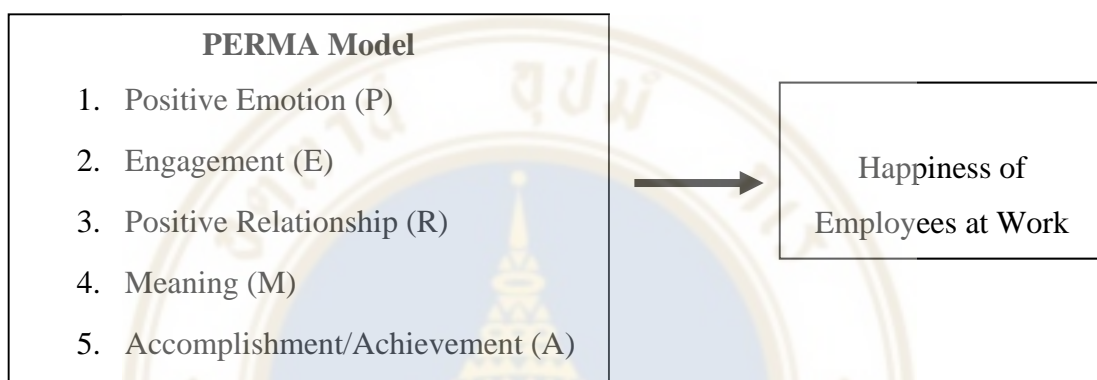
→ Happiness of Employees at Work

Figure 2.1 Framework of the Happiness at Work of the Operational Department Employees in the Banking Industry

CHAPTER III
METHODOLOGY

This research aims to study the dimensions, which influences the happiness at work of the operational department employees in the banking industry. And also, this study will examine the most powerful impact dimension of happiness in this workplace. Qualitative research will be served as the research approach for this study where daily journal report will be used as the research tool and distributed to collect the insight data from seven respondents who are working as the operational department employees in the banking company.

3.1 Research Design

In this research, the qualitative research is the research approach, which is used to represent the reasons and in-depth understanding of the phenomena. The qualitative research is an inductive method, which can expose the theories via the collection of descriptive data. The objectives of this study are to simply explore the dimensions based on PERMA model that influences the happiness at work of the operational department employees in the banking industry, the researcher though aims to acknowledge the reasons of those dimensions as well. The diary journal takes five days for the respondents to add the notes daily.

The research instrument used in this research is the diary journal. The diary journal includes many advantages for the research as the lengthened time to write down the notes that eliminates pressure within the respondents and they could give the most accurate answer to their true feelings with more discretion (Seligman, Steen, Park & Peterson, 2005). The purpose of this research method is to receive the most accurate data from the respondents. The benefit of a diary journal is that the respondents do not feel pressured to note the details. They have extended time to write down the details at their

most convenient time. Also, the diary journal allows the respondents to think deliberately before noting and they can also edit or revise the notes afterward.

After receiving the data, the researcher will analyze the data by Excel program and present the dimensions, which influence the happiness at work of employees in the banking industry afterward.

The data will be sorted into five groups based on PERMA model in order to explore which dimension affects their happiness.

3.2 Data Collection Methodology

1. Population: This research population is only those who work as operational department employees in banking company, located in Bangkok as the topic of the study with a focus only on the happiness of employees in this area.

2. Sampling: The quota sampling as the sampling method by which data is collected from the specifically focused group of respondents is used for this study, limiting the number of sample population who work as the operational department employees in banking company.

Therefore, the sample group in this research comprises seven respondents who work as the operational department employees in banking company.

3. Data Collection: The data collecting procedures include steps as follows.

- The researcher distributes the diary journal template to the respondents
- After all diary journals are completely filled up based on the scheduled timeframe (5-day period), the researcher retrieves the reports back from them and analyzes the data, using Excel program to seek the factors and its influence on the happiness at work of those respondents. The data will be sorted into five groups based on PERMA model to explore which factors and how such factors could make them feel happy.

3.3 Data Analysis

The Qualitative Content Analysis will be the basis of this study. The Qualitative Content Analysis is a collection of systematic text analysis techniques (Mayring, 2000). The objective of this analysis is to systematically categorize textual data and analyze the informational contents in order to differentiate the textual data into the similar category or content.

The qualitative content analysis applies a categorizing approach as the analysis method from the data collected from respondents in the form of descriptive data obtained from the diary journals. The categorizing approach sorts data into groups based on PERMA model. The notes in each journal hence are put into the accurate category so that the researcher could easily explore which dimension affects their happiness and how it could influence their happiness; meanwhile, the sub-conclusions are connected to each other to answer the research question via the application of related theories and ideas.

In the following chapter, the researcher illustrates the results of the study and concludes the study with some recommendations related to the topic.

CHAPTER IV
FINDING AND DISCUSSION

In this chapter, the researcher will present the findings of the study from the gathered data via a diary journal report of seven respondents who work as the operational department employees in the banking company. The diary journal is used, as the method tool in this research, to collect the data from the respondents. They were asked to note about their happiness for five days and what have influenced it each day and also note the events or activities that make them happy. PERMA Model is considered as the five practical dimensions, which influence the level of happiness at work.

Since the data analysis in this study employed categorizing as the technique to analyze the collected data, the researcher put the notes of all respondents into the five groups relevant to their notes the most based on PERMA model which consist of 1) Positive Emotion, 2) Engagement, 3) Positive Relationship, 4) Meaning and 5) Accomplishment.

Some parts of the note in the diary journal were translated and presented by the researcher as shown in each dimension/category as follows:

4.1 Positive Emotion (P)

Positive emotion refers to any forms of positive emotion within the mental mind of employees e.g. gratitude, inspiration, hope, satisfaction, pleasure, peace, happiness or affection. Positive emotion includes positive attitude toward certain objects or perceiving them in a positive way. As, for example;

"Getting different kinds of work makes my work not to be the same routine. So, I feel more enjoyable to work." (R1, day 2)

"Today everything goes well with no obstacles. I feel so happy with the work." (R1, day 2)

"I can go home on time, not having to stay at night. I feel so good." (R2, day 2)

"After having a portion of tasty ice-cream, it made me feel happy and have more power to work" (R3, day 1)

"Feeling gratitude that Ms. Janitor was so active to refill the toilet paper for me" (R5, day 2)

"Feeling thankful to Ms. Janitor who always clean our floor and tidy up my table every day." (R7, day 3)

In summary, the positive emotion in the workplace that respondents got could come from many sources such as the work itself, the people at work, or the good thing that they were experienced. It could prove that positive emotion can influence employee's happiness even if it came from simple action such as eating some sweets. In this study, the researcher found many kinds of positive emotion but the major emotion was feeling happy or feeling good with each circumstance.

4.2 Engagement (E)

Engagement refers to the fact that the individual employees were participating in a situation, task, decision-making process or any key projects with the feeling of deep interest or high involvement in their work, as well as increasing level of engagement of employees. As, for example;

"Having a meeting with the team in the special project today, making the feeling of happiness and being engaged in group participation." (R1, day 4)

"The work process flows very well. There isn't any obstacle. So, I can concentrate and immerse in my work." (R2, day 1)

From the study, "engagement" according to the term of PERMA covers a period of time when people truly concentrate in their task as if they completely lose a sense of anything else around them. According to the diary journal, two out of seven respondents stayed in this mode, only once each person, obtaining the feeling of being engaged, concentrated and immersed.

4.3 Positive Relationship (R)

Positive Relationships refer to the good relationship between employees themselves including that between colleagues and with their superior positions. As, for example;

"FVP took part in resolving the problems in order to speed up the work, touching the attentiveness of him" (R1, day 1)

"I must attend an urgent meeting so my colleagues have to work for me. They are so kind and their help makes me happy." (R1, day 3)

"Having a discussion with my superior about the issues in working and getting a solution for such problems make me feel the empathy from the superior" (R1, day 5)

"VP treated everyone in the department with tasty ice-cream, encouraging me to work and increasing my happiness at work as well as more passion for the team" (R2, day 1)

"Today, there are a lot of assessment reports to do but my colleagues give me their hands to help out until all tasks were completed. It made me feel very happy at work." (R2, day 2) "FVP treated a lunch for all employees, everyone including me felt so happy." (R3, day 1)

"My colleague bought me some snacks. I'm so happy that she always thinks of me and knows what my favorite was." (R3, day 2)

"On June 2018, 29, it was the closing day of the second quarter, the FVP, treated the Kao Mun Gai (Chicken with Rice) and Kao Moo Dang (Red Pork with rice), to encourage all team members for performing well in this second quarter. This makes me perceived his attentiveness." (R4, day 1)

"Telling the colleague that I would like to have an orange juice, the next day, that colleague bought me a bottle of orange juice. It made me perceived her concern and care." (R4, day 5)

"The former co-worker visited me, making me feel good that we still maintained the good relationship between each other" (R5, day 1)

"While I went to the toilet, a call rang at me desk. My colleague picked it up and jot down the details for me. I felt happy that my colleagues helped me at work even though they got loads of work." (R5, day 4)

"Having a discussion with my superior about my presentation, he suggested a solution about my habit which I myself may not be able to realize. This made me felt impressed with his attentiveness toward me" (R6, day 1)

"It is a good working environment here. The atmosphere makes me feel like home, just like I work with my family." (R6, day 5)

"Talking with a colleague about the soccer team that we supported winning the other team made me happy because we also had a common interest." (R7, day 1)

"Getting a souvenir from colleagues that went back from their vacation during long weekend made me feel happy that they thought of me." (R7, day 4)

In summary, there are many situations that respondents referred to as a positive relationship. A positive relationship was included in a good relationship among and between every position in the workplace such as superior, senior, peer, or junior. In this study, the researcher divided a good relationship between two sources from the superior and the colleagues according to the result from the diary journal report. By one-third of the result showed a positive relationship between the respondent and the superior; and, the rest two-thirds of the result showed a positive relationship with the colleague. These may be interpreted that the positive relationship with the colleague has the highest significance to the happiness of employee in this company.

4.4 Meaning (M)

The term "meaning" represents the value the employees contribute to their work. It could also be associated to the feelings of their life and work being meaningful and to the fact that they are connected with the cause bigger than oneself, which makes them feel useful and valuable at work.

"In the evening, talks with the team project leader made me gain new ideas to improve my work process." (R1, day 2)

"The superior sent me to take a special course. I felt happy that the superior gives me an opportunity to learn new things." (R1, day 5)

"Getting a difficult case made me feel challenged to myself and provided me with an opportunity to develop my skills." (R6, day 2)

"Getting an opportunity to share ideas about the working process, I feel being accepted" (R6, day 4)

Meaning (M) in this study was the second least that respondents mentioned. Although this dimension had been noticed for 11 times but only by two respondents. The dimension can be separated in three categories; having an intuition in work, getting an opportunity to learn, and being accepted from sharing an idea.

4.5 Accomplishment (A)

"Accomplishment" and/or "achievement" refer(s) to the ability to reach the goals, which the employees have been set to achieve. Moreover, the terms might include job promotion, salary increase and other extra benefits.

"Today is the closing quarter day and I can finish all of my assignment. It makes me feels really good." (R1, day 1)

"I felt happy because I could clear all my new work for today so I have some free time to think about my project." (R1, day 2)

"Today has a lot of work to do but I can finish all of it, making me so happy." (R2, day 2) "Collecting all the report on time and submitting it to the system allows me to continue to the next process." (R3, day 3)

"My superior gave me a compliment that I did well in my job." (R4, day 3)

"I asked the outsourcing company to do the job, which was not the common task for them but they accepted to work on it. So, I could find the contract within due time. It makes me happy." (R4, day 5)

"My superior assigned an urgent job to me and I could complete it smoothly. It makes me feel good towards myself." (R5, day 4)

"I feel happy to be able to manage work and be well-organized. There's no works left." (R6, day 5)

"I feel so happy for closing all cases under my responsibility." (R7, day 1)

Accomplishment (A) in this study, the researcher separated it into two sources according to the result from seven respondents, which are the achievement in work and a compliment from superior that related to work.

The below table has presented the frequency of notes in each category mentioned by respondents for influencing their daily happiness at work as the operational department employees in the banking industry.

Table 4.1 The frequency of five categories mentioned by the respondents in their diary journal

Five Categories (PERMA Model)	Frequency
(P) Positive Emotion	28
(E) Engagement	2
(R) Positive Relationship	84
(M) Meaning	11
(A) Accomplishment	40
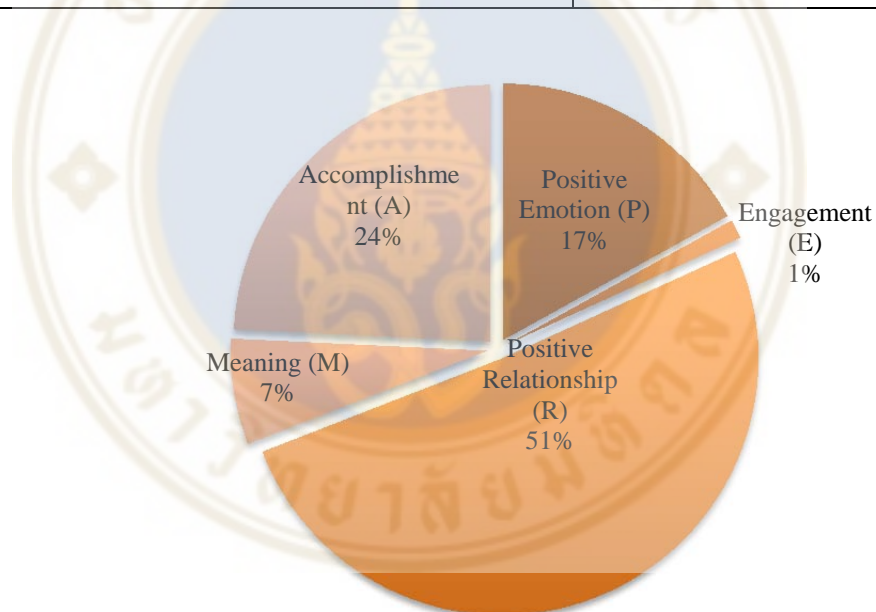
Figure 4.1   The Pie chart showing the frequency of five categories mentioned by the respondents in their diary journal by percentage

As shown in Table 1, the answers of all respondents in five days were put into five categories based on PERMA model. The findings revealed that the respondents most mentioned about Positive relationship (R) for 84 times which consisted of a good relationship with a colleague (61), and the attentiveness of superior (23).

Accomplishment (A) came after, as it was mentioned for 40 times. It could be separated into the achievement in work (36), and a work-related compliment from superior (4).

Positive Emotion (P) was mentioned in the diary journals of respondents for 28 times, including the feelings of being happy or good at the work (14), feeling gratitude or thankful (5), and other positive emotion (9), namely, joy, impression, pride, relief, and satisfaction.

Meaning (M), noted for 11 times by respondents in their diary journals, was derived from getting an opportunity to learn (6), having an intuition in work (3) and being accepted from sharing an idea (2).

The least mentioned dimension among the five categories was Engagement (E), which was mentioned only twice, including feeling concentrated and immersed in work (1) and feeling engaged in work (1).

4.6 Discussion

Based on the above findings, it could be said that all five dimensions of PERMA model including 1) Positive Emotion, 2) Engagement, 3) Positive Relationship, 4) Meaning and 5) Accomplishment influenced the happiness of the operational department employees in the banking company.

However, it seemed that positive relationship had impacted the most on the level of happiness at work. According to the Table 1, from the total of seven diary journals, the positive relationship was noted for 84 times, marking it the most mentioned category among five categories. There are a numbers of ways in which the employees' happiness could be influenced by the positive relationship. The study found that all seven respondents noted Positive relationship at the average of 10 times a day as an influence of their happiness throughout five days. Some employees felt happy when they perceived the attentiveness from the superior or higher position. For example, one respondent stated that

"FVP took part in solving the problems in order to speed up the work. I can feel the attentiveness from him" (R1, day 1)

It is shown that a large number of employees expect to experience the sense of positive regards, care, concern, and empathy from the higher one(s) at their workplace since they believe it shows their attentiveness towards them. Meanwhile, positive relationship (R) could also be shaped by healthy relationship with colleagues as well. As a matter of fact, the findings reflected that the mentioned factor was most frequently noted as a source of the respondents' happiness. In Thai context, the relationship with the colleague is principally believed to increase a happiness of employees at work especially when they have to work together and most Thai people avoid conflicts within group (Witthiya-udom, 2010). Dutton and Ragins (2007) stated that a positive relationship between and among employees could lead to more happiness and commitment to the work of them. Not only enhancing more happiness, positive relationship between employees at work also improved teamwork as well as more respect for each other in a team, leading to more willing to collaborate with each other for the success of the project. The notes showed that the ways to promote the happiness of employees via the relationship with the colleague are, for instance, sharing things among team members, and helping each other during hardship. Examples can be drawn from the respondents noting that

"Telling the colleague that I would like to have an orange juice, the next day, that colleague bought me a bottle of orange juice. It made me perceived her concern and care." (R4, day 5)

"I must attend an urgent meeting so my colleagues have to work for me. They are so kind and their help makes me happy." (R1, day 3)

The second most mentioned group was Accomplishment (A) based on Table 4.1. According to the table, Accomplishment was noted by 40 times and could be referred to the achievement or success in work or the ability to reach the expected goals at work. For example, two respondents wrote that

"I asked the outsourcing company to do the job, which was not the common task for them but they accepted to work on it. So, I could find the contract within due time. It makes me happy." (R4, day 5)

Meanwhile, another one also noted about one's completion of work towards her task as;

"Collecting all the report on time and submitting it to the system allows me to continue to the next process." (R3, day 3)

There are, furthermore, some other ways to promote the Accomplishment. A compliment from superior that related to work was also noted as one of the causes of happiness, despite being noted for only a few times.

Some employees felt more motivated at work when they were admired by their superior and also they tended to be more satisfied when their superior acknowledged and appreciated their success in work they were assigned to complete (Fisher, 2010; Berson & Linton, 2005). Therefore, the manager sometimes might show the positive feelings towards the work achievement for those demanding it in order to make them feel happy for being "recognized".

Fisher (2010), and Ostroff, Shin and Kinicki (2005) stated that accomplishment was an important factor, which made humans feel satisfied. In general, people set their goals in life. If people attained such goals, they could believe in self-potential. Achievement in work, in the same way, benefited the employees to gain more confidence that would be further developed into happiness at work (Fisher, 2010).

There are a number of notes towards Positive emotion (P) such as feeling happy or good at the work, feeling gratitude or thankful, and other positive emotion such as joy, impression, pride, relief, and satisfaction. These notes show that the employees in this company also have placed high importance on Positive emotion. However, it seemed that the emotion relating to this dimension was numerous and each employee was differently experienced.

Other two categories – Engagement (E) and Meaning (M) are occasionally mentioned in the journal. Drawing from the examples, it is shown that employees were not quite concerned about these dimensions. On the other hand, it might be assumed that the workplace was unable to reinforce employees' feeling to define such dimensions.

Meaning (M) was rarely noted in the journal, suggesting that the employees did not have much self-dedication or aspiration for being the key players for an organization at the maximum level. Hanglberger and Merz (2011) studied about the employees and their attitude at the workplace. They stated that one of the reasons for high turnover was that the employees viewed themselves as least valuable to the organization. They did not feel that the work they were doing would connect to the whole progress of the organization, or that their contribution would reflect much value.

Engagement (E) was the least noted category in the journal. The facets of engagement that made the employees happy were, feeling concentrated, immersed and engaged in work. The study showed that only two out of seven respondents noted engagement as the dimension to influence their happiness in five days, meanwhile the notes of the rest, the other five respondents, in relations to the engagement were absolutely absent. This implies that employees' happiness was not derived from engagement in the company, or the company itself might not provide good working environment or sufficiently motivate their employee to engage in their work, or the work itself might not encourage engagement. Besides, the employee may not possess enough interest in or passion for their job.

To summarize, the finding shows that there are several ways each employee can fulfill their happiness at work. To be specific, most of them relied on positive relationship and accomplishment. Thus, it can be cited that employees will gain happiness at work even though companies could not fulfill all five dimensions. In order to value the company resources, the companies do not need to spend on the ongoing improvements of all dimensions, but rather to heavily focus on positive relationship and achievement of employees. Some recommendations towards the improvement of these two dimensions are provided in the following chapter.

CHAPTER V
RECOMMENDATIONS AND CONCLUSION

5.1 Recommendation

As for the question of how to increase the level of happiness of employees in the banking industry, the study shows that Positive Relationship (P) and Accomplishment (A) are two most noted dimensions that influence their level of happiness. Therefore, these two dimensions are recommended to be promoted as the first priorities in the workplace. The company could promote the happiness of their employees by showing the attentiveness to them. The attentiveness from superior might be expressed from the person to person, from the organization to the person, or both. The superior or the organization can show this by giving employees something, which might not be expensive but could make them feel the heartiest feeling towards and caring for them. The attentiveness from superior can also come in form of work support given to employees by the superior, especially in the case that the employees run into trouble and they desperately solve it alone. The superior should lend their hands to smooth out the problems. Accordingly, the positive relationship could emerge among employees themselves. To strengthen this point, the companies should assign them to work more in project teams or let them coordinate works together more. Alternatively, the companies can organize some small workshops whereby the employees could interact with each other in a stress-free situation. Some other recommendations to boost the relationship with colleagues are such as active meetings and intentional openings for employees to connect and spend more time together.

For the Accomplishment (A), there are certain recommendations. For line managers, they should take their role in encouraging and motivating the Accomplishment of their staffs by breaking down a big task into a smaller piece of work, allowing employees to be able to achieve such task. Also, line managers should give a positive feedback at the time when their staffs do a good work. For the company, the knowledge about how to increase the Accomplishment should be promoted to develop accomplishment

competency of their employees by creating the accomplishment campaign and guiding them how to do it such as reinforcing them to record their accomplishment in the HRMS system. The company may communicate with them by sending them a direct E-mail in order to show the company's acknowledgment and appreciation towards their work. For employees, they should keep tracking their accomplishment and challenging themselves with new tasks every day.

To create more Positive Emotion (P), a line manager may start the meeting by taking some time to let everyone mention their appreciation toward work or their colleagues or anything else to increase the sense of the positive emotion. Moreover, the employees should keep tracking their positive emotion in the same way as their accomplishment tracking. The more people appreciate things, the more happiness they get. Besides, the positive leaders tend to have more positive followers (Avey et al., 2011); so, not only staffs who have to practice tracking their positive emotion, line managers and the management team should also do the same in order to create positive emotion and mindset to cultivate the cooperative culture.

For Meaning (M), the employee should discover their purpose of working by asking some guideline question as "What are the works you feel passionate about, and what are not?" After knowing the passion you may ask again "Does it match with your current job? if it doesn't, would you like to change your job or would you continue and deal with it?" "How could you make the difference?" and "What would you have to do to bring your purpose to work and life?" Then, you have to make an action plan according to your conclusion and follow the plan to create more meaning for your work and also that for your life. A line manager should help staffs to explore their purpose, show them that their work matters to others, and encourage them to share their own experience to spread the wisdom to the whole company.

In lieu to Engagement (E), it can be recommended that employees should seek their passion in their own job, follow that passion to identify their strength and make use of it. Moreover, it is also suggested that employees may consider practice meditation to enhance more concentration in the work. A line manager should observe which tasks each staff could perform well and assign the suitable kind of job to each individual. A line manager should also help them to find their passion in the work and support them when they like to try a new way to do their work.

5.2 Conclusion

The research aimed to interpret and understand the origin of the happiness of employees in a workplace. Taking into the account of five dimensions based on PERMA model, the researcher discussed how to increase the happiness at work of the operational department employees in the banking industry.

The researcher used the diary journals report as the research tool in this study, in correspondence with the qualitative research approach, with the research purpose to investigate the factors originating happiness of employees at work and, also, to explore ways of boosting the level of their happiness at work.

Seven respondents were presented as the sample population in this study where the journal noting took five days. From the study, it was found that the positive relationship was the most noted dimension, which influenced the happiness of employees, followed by accomplishment. To be more specific, the relationship with the colleague was mentioned the most in terms of the positive relationship. Other three dimensions were rarely noted in the journal.

The recommendations for the studied company are to promote the two dimensions by providing the working environment which enhances the interaction among colleagues e.g. workshops, project team, and active meeting. The superior should support their inferior's achievement by giving the positive feedback at the time the achievement happens. Also, the company can recognize the employees' success by delivering an appreciation letter to the employees.

This study expects to help this company to interpret the needs of employees and fulfil their happiness at work so that the company will gain competitive advantages from the employees' commitment to their work and, thus, will be able to reduce turnover rate in return. The future researchers can use this study as the guideline for the next study in the same field as stated in the topic.

5.3 Limitations

The limitations of this study were:

1. The finding from one company with the limited size of population might not be generalized in the other population,

2. The period during which the study was conducted might influence the outcome of the study's finding. For example, in this study, there was a particular event in the workplace when superior treated a meal to staffs and this event affected many notes in the journal.

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APPENDICES

Appendix A: Instruction of Happiness at Work Diary Template

Happiness at Work Diary

What made you feel happy at work today? Please write down at least 3 situations per day. (Try to write it immediately when the situation occurs, if possible, or at the end of the day, at the latest.)

For each situation, write down the following:

- What made you feel happy at work?

- What exactly happened? (Describe the situation)

- Why did this make you happy? (Describe your feelings)

Continue this exercise over 5 days. If you miss a day, do not try to remember things from yesterday rather add another day and write down situations during the new day or at the end of the day at the latest.

Any situation is ok, as long as it happened at work and made you happy. Small things like a smile of encouragement from a colleague or big things like a feedback talk with your boss.

Appendix B: Happiness at Work Diary Template

Happiness at work diary of /.............................

Date /…....................…………..

- What made you feel happy at work?

- What exactly happened? (Describe the situation)

- Why did this make you happy? (Describe your feelings)