WORKPLACE HAPPINESS AMONG DIFFERENT GENERATIONS OF WORKFORCE IN THAI WORKPLACES

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ABSTRACT

The purpose of this thematic paper is to identify differences in job motivation and needs across Thai workforce generations. Examine the common factors influencing workplace happiness, such as job motivation and job satisfaction, across different generations of Thai workers. The study took a qualitative approach, interviewing twenty employees from Generations Y and Z one-on-one, asking open-ended questions and allowing them to share as much of their experience as possible. Respondents are given the opportunity to express themselves freely by using open-ended questions. Furthermore, using open-ended questions aids in understanding the respondent's emotions, feelings, and gestures in order to identify their need and potentially provide potential solutions to the problems. Ultimately, this paper discussed key factors influencing the Thai workforce in generations Y and Z. Nonetheless, those relative factors may assist organizations in learning more about their employees from various generations.

KEY WORDS: Job satisfaction/Job Motivation/ Gen Y/ Gen Z/ Maslow’s hierarchy of needs

50 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	**ii**
ABSTRACT	**iii**
LIST OF TABLES	**vii**
LIST OF FIGURES	**viii**
CHAPTER I INTRODUCTION	**1**
1.1 Background	1
1.2 Research Question / Problem statement	2
1.3 Research Objectives	3
1.4 Expected benefits	3
CHAPTER II LITERATURE REVIEW	**4**
2.1 Happiness in workplace concept	4
2.1.1 Happy body	5
2.1.2 Happy heart	5
2.1.3 Happy society	6
2.1.4 Happy relax	6
2.1.5 Happy brain	6
2.1.6 Happy soul	6
2.1.7 Happy money	7
2.1.8 Happy family	7
2.2 Maslow Hierarchy of Needs	7
2.2.1 Physiological need	8
2.2.2 Safety need	9
2.2.3 Love and belongingness needs or Social needs	9
2.2.4 Esteem needs	9

CONTENTS (cont.)

	Page
2.2.5 Self-actualization needs	10
2.3 Job satisfaction	10
2.4 Generation Y	11
2.5 Generation Z	11
2.6 Conceptual framework	11
2.7 Proposition for the Qualitative Research	12
CHAPTER III RESEARCH METHODOLOGY	**14**
3.1 Research design	14
3.2 Data collection methodology	15
3.2.1 Population	15
3.2.2 Sampling	15
3.3 Data collection approach	16
3.3.1 Data collection	17
3.4 Instrument	18
3.5 Data analysis approach	18
3.6 Data Validity	20
CHAPTER IV FINDING ANALYSIS	**21**
4.1 Physiological needs	22
4.2 Safety needs	29
4.3 Social needs	33
4.4 Self-esteem needs	38
4.5 Self-actualization needs	41

CONTENTS (cont.)

		Page
CHAPTER V	**RECOMMENDATION AND CONCLUSIONS**	**45**
	5.1 How to create happiness in workplace for Z and Y generation	45
	5.1.1 Z generation	45
	5.1.2 Y generation	46
	5.2 Limitation	46
REFERENCES		**48**
BIOGRAPHY		**50**

LIST OF TABLES

Table		Page
3.1	Detail of generation Y informants	16
3.2	Detail of generation Z informants	16
3.3	Example of Working Analytical Framework	19
3.4	Interview Questions	19
4.1	Summary of findings of Y generation	21
4.2	Summary of findings of Z generation	22

LIST OF FIGURES

Figure		Page
2.1	The Hierarchy of Human Need by Abraham Maslow	8
2.2	Variable with Maslow hierarchy of needs Frameworks	12

CHAPTER I
INTRODUCTION

1.1 Background

Presently businesses know relatively little about how workplace happiness affects motivating approaches and organizational performance in any business. There are many age gaps, generational differences, or age diversity in the workforce, but organizations may treat everyone the same regardless of time or changing trends, such as shifts in need and job incentives over time that may not match with their satisfaction, reducing their happiness in the workplace.

However, workplace happiness is crucial for businesses since it may result in greater results from employees for the company. It will boost employee satisfaction and capacity, which will benefit the organization in the long run. According to the research, employees who feel happiness at work tend to focus more on their work and increase their productivity. Happiness at work is influenced by job satisfaction, job engagement, workplace security, managing stress and self-confidence. (Rahmi, 2018) and some scholars believe that organizations which are able to maintain long-term happiness at the workplace could probably increase and sustain productivity (Wesarat et al, 2015).

To increase happiness in the workplace, we must first understand the factors that might generate happiness in order to give the best alternative for them. The happiness factors were categorized into two factors including intrinsic factors and extrinsic factors. Intrinsic factors with items associated with self-esteem, self-actualization which derives happiness to the individual from inner self, extrinsic factors with items as compensation, work environment, health and work-life issues with connected with flexibility, adjustment and counseling between work and family which derive happiness to the individual at the workplace. (Venkat et al, 2018).

In addition, the fundamental base of one of life's happiness factors may be contributed to by 5 distinct levels of Maslow's hierarchy of needs, which may be able to

classify them into levels of demands and know what would satisfy them and boost happiness in the workplace. As a result, organizations should be concerned with the factors that increase employee happiness in order to boost and sustain productivity. In order to increase their satisfaction, we must first understand what factors or aspects which are important to them, employees, first.

This thematic study focuses on Generations Y and Z. According to labor market forecasts for 2022, Generation Y will account for 35% of the workforce in 2020 and 12% of the workforce in 2022 (Mccrindle and Wolfinger, 2009), which will become the majority of the workforce in the future. Various generations were raised with different values, were affected by distinct life perspectives, and may have different requirements and preferences in areas like methods of communication, reward, satisfaction.

As a result, this study would seek to investigate the differences in respondents' levels of needs, happiness in the workplace between different generations of employees in order to increase happiness in a workplace for the workforce's younger and older generations. In addition, this study aims to shed light on various needs that must be met within the organization, as understanding different needs across different generations of employees will help organizations and employers better support their staff in order to achieve higher happiness in the workplace and improve overall organizational performance. Not only that mentioned, but also to enable different generations to understand one other and increase general workplace communication and synergy.

1.2 Research Question / Problem statement

- What is happiness in the workplace for both generations?
- How to create happiness in the workplace for both generations?

1.3 Research Objectives

1. To identify workplace happiness across different generations of Thai workforce.
2. To synthesize the way to create workplace happiness in each generation.

1.4 Expected benefits

The next section of this research will introduce and examine Maslow's hierarchy of needs. The literature on Maslow's hierarchy of needs, Happy 8 concept as well as supporting research and books, will be evaluated. The concept of conducting this research will be presented in the third chapter. Methods of data gathering and data analysis will also be addressed. The research will conclude with a conclusion and practical recommendations after a discussion of the findings.

CHAPTER II
LITERATURE REVIEW

In this section, we will investigate the stage of need of each responder in each generation and the factors which could be able to create happiness in workplace in order to know what factors are their happiness in their workplace in order to determine their level of needs and increase workplace happiness among different generations of workers in Thai workforces.

In this research, I utilize Maslow's hierarchy of needs theory and workplace happiness concept as variables to define the level of needs and make recommendations on how to fulfill and improve these levels of needs.

This topic article primarily employs Maslow's hierarchy of needs theory, workplace happiness concept and relevant studies to investigate how to create workplace satisfaction among different generations of Thai workers.

2.1 Happiness in workplace concept

Happiness is a concept that denotes a good emotion in the observer and, more broadly, well-being. It is a rather steady condition related to numerous parts of an individual's existence, and it differs from emotions such as joy or sadness (Rizzato et al, 2022). Because happiness is a subjective property, all efforts to measure happiness in a precise and objective manner may appear fruitless.

Nonetheless, throughout the last few decades, various attempts have been undertaken to measure the amount of experienced, subjective happiness and well-being (Rizzato et al, 2022). Happiness, well-being, and quality of life at work are not independent notions, but are matched with the idea that, in order to have a life outside of work, there must be life in it (Cardoso Gomes et al, 2019)

Workplace happiness is targeted at the human development process and creation of agile strategies with the organization's goal so that the organization is ready

for change and leads the organization to sustainable growth (ThaiHealthPromotion Foundation, n.d.). Not only can workplace happiness help the company in the big aspect like leading the organization to sustainable growth but it can also help the small aspect for employees as well as workplace happiness can increase employees capacity as stated in the research that employees who feel happiness at work tend to focus more on their work and increase their productivity. Happiness at work is influenced by job satisfaction, job engagement, workplace security, managing stress and self-confidence. (Rahmi, 2018) and some scholars believe that organizations which are able to maintain long-term happiness at the workplace could probably increase and sustain productivity (Wesarat et al, 2015).

In order to create workplace happiness, the organization needs to know first what is their need and factors of their happiness in the workplace. According to the concept workplace happiness can be divided into eight categories, known as the "Happy 8," (ThaiHealthPromotion Foundation, n.d.) which comprise both internal and external variables which includes

2.1.1 Happy body

A happy body is the happiness of having a healthy life. A happy body represents the belief that if humans have a healthy body, they will have a nice and healthy mind, which aids in their preparation to deal with challenges that arise. (ThaiHealthPromotion Foundation, n.d.). This could suggest that employees who are concerned about Happy Body are concerned about being both physically and mentally well since they believe that it is able to create a possibility to increase their capacity to work and solve the problem, which will benefit the firm in the long run.

2.1.2 Happy heart

A Happy heart is a happiness from sharing, Happy hearts represent consideration and caring for one another (ThaiHealthPromotionFoundation, n.d.). Individuals that are concerned about this issue believe that true happiness can be found through sharing. As a result, this type of person feels happiness in giving and sharing to others.

2.1.3 Happy society

A happy society is a happiness from a good society and the environment. It represents that the well-being of people within society or community is a good foundation, and that a happy society can enable inhabitants to have love, peace, and unity with one another, willing to work together to help the community develop in order to have a better life. (ThaiHealthPromotionFoundation, n.d.). This implies that employees who are concerned with creating a happy society value love and harmony in the society in which they work because they feel that the well-being of individuals within society or community is a basis for producing happiness.

2.1.4 Happy relax

Happy relax is a happiness that is stressless in both physical and mental stress. Happy relax is the concept that if individuals are unaware of how to relax, they would experience physical and mental stress, affecting their job performance (ThaiHealthPromotionFoundation, n.d.). This shows that individuals who are concerned in a Happy Relax are valued with how to relax in life and how to avoid stress, as they believe that the stress might influence their ability to work.

2.1.5 Happy brain

Happy Brain is a happiness that comes from learning and developing individual capacity. The Happy Brain concerned believed that if each employee seeks new knowledge in order to expand their skills and develop themselves, it will be another driving force in helping the company flourish with individual potential. (ThaiHealthPromotionFoundation, n.d.). So, the employees who are concerned about a happy brain are normally the person who seeks knowledge and develops himself all the time from various sources leading to their professionalism and confidence in work progress.

2.1.6 Happy soul

A happy soul is a happiness that comes from peace. A happy soul represents having faith in religion and morality in life since they believe in religious doctrines that it is something that can help everyone to go on a good path in life and make everyone

conscious and concentrate on work, which helps them to be able to cope with problems that arise. (ThaiHealthPromotionFoundation, n.d.). Employees who care about a happy soul, follow the philosophy of encouraging others to be good, think good, do good, and believe in all values.

2.1.7 Happy money

A Happy money is a happiness that comes from debt free. Happy money represents the people that do not want to fall into debt. As a result, this group of people will be concerned about how to save and spend money in order to avoid debt. (ThaiHealthPromotionFoundation, n.d.). So, Individuals who believe Happy money to be one part of happiness tend to be cautious spenders, spending only what is necessary.

2.1.8 Happy family

A happy family is happiness that results from a good family relationship. It is considered that pleasure comes from having a warm, secure family that cultivates family member loving behaviors that may be applied as a life principle. To know love, trust, and confidence in kindness in order to be a good member of society. (ThaiHealthPromotionFoundation, n.d.). So, the individuals who are concerned about the Happy family tend to be concerned about themselves, their families, their careers, and their relationships with others.

As can be seen, the Happy 8 elements, in the happiness workplace concept, include happiness from both intrinsic and extrinsic variables, implying that individuals' happiness has the ability to boost their potential for work, which might be formed by both intrinsic and extrinsic driving factors.

Next, we'll look at Maslow's Hierarchy of Needs, which is also tied to intrinsic and extrinsic variables in people' needs and able to improve individual capacity and their happiness in the workplace as well.

2.2 Maslow Hierarchy of Needs

Maslow Hierarchy of Needs defines five types of basic needs: physiological, safety and security, belongingness, esteem, and self-actualization. These kinds of needs

in each level include both intrinsic and extrinsic variables as well such as the need of love and harmony, the need of money and financial safety, and the need to develop one's self. Maslow proposed that these desires emerged sequentially as one progressed up the evolutionary scale and as the human being evolved from infancy to adulthood (Lester, 2013). In addition, Taormina and Gao (2013) found considerable positive relationships between the scales, i.e. The more each lower-level need was fulfilled, the more the subsequent higher-level need was met. Furthermore, as predicted, family support, traditional values, and life satisfaction were found to have strong positive connections with the fulfillment of all five criteria. In addition, Maslow's hierarchy of needs for helping performers attain increased levels of productivity (Rouse & Kimberly, 2004).

As previously said, it comprises both intrinsic and extrinsic aspects to consider in order to satisfy each level of need. In addition, Maslow Hierarchy of Needs is also divided into two parts which are Deficiency needs and Growth needs. In terms of Deficiency needs, the first four levels are often referred to as deficiency needs (D-needs), (Mcleod, 2018) which include Physiological needs, Safety needs, Social needs, Esteem needs. And the top level is known as growth or being needs (B-needs) which is Self-actualization needs. The five variables that lead to fulfillment are as follows:

Figure 2.1 The Hierarchy of Human Need by Abraham Maslow

2.2.1 Physiological needs

Physiological needs are the basic need, which is the first stage of the levels which are normally about air, clothes,shelter, and food as stated that physiological needs

are for human survival, including air, food, water, shelter, clothes, and warmth. Maslow regarded physiological needs as being more significant than all other needs because, unless these needs are fulfilled, all other needs become secondary. (Mcleod, 2018). So, the individuals who are in this level of need are concerned about their nutritions such as air, food, water, shelter, clothes. This suggests that an individual could have fulfilled this level of need from having a good physiological provide both at work and everywhere else.

2.2.2 Safety needs

This level of demand emphasizes the need for a safe and secure place to reside, as well as protection from environmental dangers, financial security, and a stable existence, which causes individuals in this stage of need to be concerned about stability, predictability, protection, and freedom from fear. Thus, in order to fulfill this stage of needs, the individual must be protected from the elements, secure, and free from fear. McLeod (2018)

2.2.3 Love and belongingness needs or Social needs

Social needs are the third level of human needs, and they include sentiments of belongingness, affection, and a sense of love and belonging. (McLeod,2018). So, the persons in this level of needs tend to be concerned about the giving and receiving affection, intimacy and affiliation. In order to fulfill this stage of need. In order to fulfill this level, the individual has to feel love and affection that is both received and given as examples, as are friendship, connection, trust, and acceptance. membership in a family, a social group, or a workplace.

2.2.4 Esteem needs

Esteem needs contain two kinds of esteem. Self-esteem includes qualities such as dignity, accomplishment, mastery, and independence, as well as a desire for others' reputation or respect (e.g., status, prestige). According to Maslow, the desire for respect or reputation is most essential for children and adolescents, and it comes before true self-esteem or dignity. McLeod (2018). So, the individual in this stage are concerned and happy about create positive self evaluation, achievement and reputations

so, in order to fulfilled this level the person needs to feel satisfied of having reputation, attention, recognition, and significance a person's attitude toward and respect for himself or herself, as well as accompanying sentiments of worthiness, accomplishment, or value as a person.

2.2.5 Self-actualization needs

Self-actualization needs are the highest one which includes things such as realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.(Mcleod, 2018) which also states that it is a desire to become everything one is capable of becoming *(Maslow, 1987).* To be more precise, only when the prior four phases have been satisfied can self-actualization requirements be addressed. Even if all prior demands are met, people will become unsatisfied and restless unless they are carrying out the purpose for which they were created. Self-actualization requirements are difficult to distinguish from the other four categories of needs. Activities that help the company grow and achieve a higher level, such as a demanding task and a sense of success at work, can help meet self-actualization criteria (Leclerc et al, 1998).

Individuals in this stage are therefore concerned with self-fulfillment, morality, and transcendence. Individuals must be fulfilled in terms of self-fulfillment, morality, and transcendence in order to meet this level of need.

2.3 Job satisfaction

Employees' satisfaction or dissatisfaction with their employment can be defined as job satisfaction. Furthermore, job satisfaction may be characterized as a positive attitude toward one's job or work experience (Sinha & Vispute, 2022). Employee involvement is sometimes disregarded in general areas such as job satisfaction, motivation, corporate engagement, and activities.

Job satisfaction is a sense of position and responsibilities in a business that leads to a good emotional state as a result of employment or work experience. (Sinha & Vispute, 2022). Taormina and Gao (2022) measured satisfaction as judged by respondents in connection to their personal expectations for themselves and others.

2.4 Generation Y

According to Mccrindle and Wolfinger, Generation Y, sometimes known as Millennials, are people born between 1980 and 1994. (Mccrindle and Wolfinger, 2009). Mccrindle and Wolfinger also predict that 35% of the workforce will be Generation Y by 2020. Members of Generation Y are varied, technologically advanced, and outspoken (chung, 2013). They tend to oppose established hierarchies, seek recognition and rewards for accomplishments, and distrust institutions.

2.5 Generation Z

According to Singh and Dangmei (2016), Generation Z encompasses generations born in the 1990s and raised in the 2000s throughout the century's most significant advances. Generation Z, those born between 1995 and 2009, account for 19% of the population now and 12% of the workforce in 2020, according to Mccrindle and Wolfinger (2009). Furthermore, according to Iorgulescu (2016), members of Generation Z are highly self-assured, have a positive outlook on their future jobs, and regularly take on running a business due to their creativity and innovation. They dislike collaborating with others and prefer to work individually.

According to the data above, these two generations will make up the majority of the workforce in the future, so it is critical for businesses to understand and know what motivates them in order to help organizations better support their employees in order to achieve higher levels of happiness in the workplace and improve overall organizational performance.

2.6 Conceptual framework

Maslow's Hierarchy of Needs was developed by Abraham Maslow and covers five aspects of human motivation. The five elements of happiness are physiology need, safety need, social need, Esteem need, and self-actualization need. If these fundamental requirements aren't met, people won't be able to demand higher positions on the pyramid. Maslow thought that we must first take care of our fundamental needs

in order to achieve our higher ambitions. Maslow thought that people strive to "self-actualize," or go beyond what they had imagined for themselves.

Maslow's Hierarchy of Needs is further split into two categories: Deficiency Needs and Growth Needs. The first four levels of deficiency needs—physiological requirements, safety needs, social needs, and esteem needs—are sometimes referred to as deficiency needs (D-needs) (Mcleod, 2018). The highest level, known as Self-actualization needs (B-needs), is also known as being needs.

2.7 Proposition for the Qualitative Research

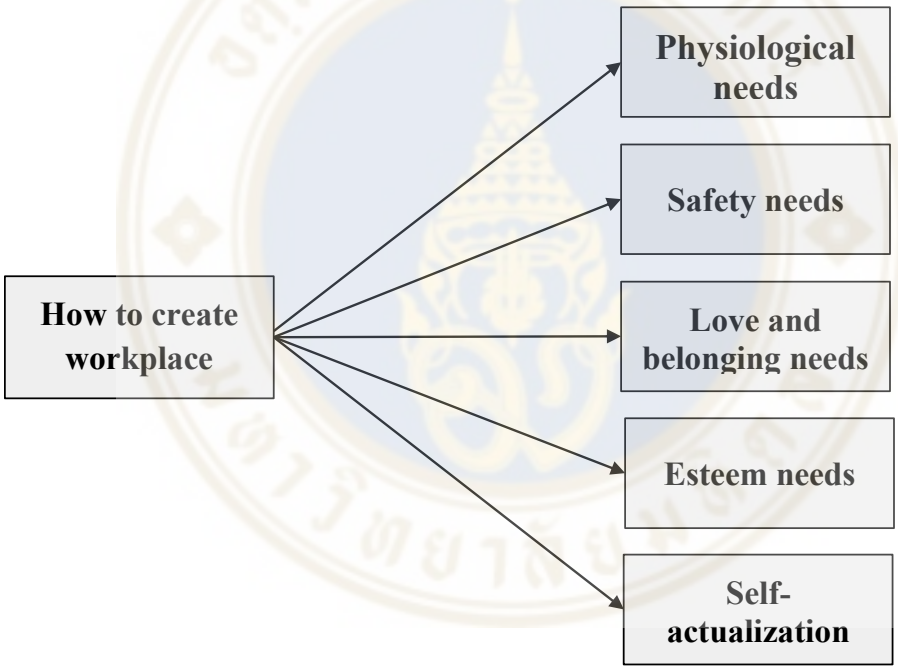

Figure 2.2 Variable with Maslow hierarchy of needs Frameworks

P1: Meeting fundamental requirements increases workplace happiness.

P2: Providing safety in the workplace increases workplace happiness.

P3: Giving opportunities for social connection leads to workplace happiness.

P4: Meeting esteem needs increases employee motivation.

P5: Providing opportunities for self-actualization increases employee motivation.

Now that we've established the challenge we'd like to investigate, the framework we'll utilize, and the five propositions, In order to further analyze these propositions, I designed the research methodology in the next chapter to investigate these five propositions.

CHAPTER III
RESEARCH METHODOLOGY

The study's aim in this chapter is to provide insights on generation Y and Z employment in public company limited organizations. This study attempted to uncover the factors that impact employee happiness by using the semi-structured interview approach and "open-ended questions" to better comprehend interviewees' experiences, feelings, and knowledge.

In this chapter, I will detail the research method I utilize, as well as the sample and data collection procedures, employing the two prospective generations indicated above for the interview in order to suggest their level of needs, happiness, and satisfactions. The questions that the respondents were asked will also be provided. At the end of this chapter, the author will discuss the data analysis technique and data validation.

3.1 Research Design

This research will investigate the differences in respondents' needs and job satisfaction across generations of employees by using Maslow hierarchy of needs framework and happiness workplace concept with a particular focus on generation Y and Z workers in public company limited organizations.

This study uses qualitative research methods, conducting a semi-structured interview and observations with open-ended questions, to go further into elements of their interest and exploration. Respondents are given the opportunity to express themselves freely. Furthermore, using open-ended questions assists in comprehending the respondent's emotions, feelings, and gestures in order to determine their level of needs and propose potentially viable solutions to the problems.

During the interview, respondents will be given questions based on Maslow's hierarchy of needs and happiness in the workplace which will investigate their

need, concern, and happiness. The question will address their five levels of needs as well as their happiness. If a topic comes up during the interview, some of the unlisted questions will be asked straight away. The interview conducted in Thai and later translated into English.

The hypothesis is that employees who are happy at work and have their needs fulfilled tend to focus more on their task and be more productive. So, in order for the organization to expand their productivity, it is necessary to first understand their happiness and levels of need in order to fill and satisfy them and offer a potential for them to boost their productivity at work. This research will analyze those stages of need through in-depth interviews in order to obtain crucial information to assess their stage of needs, allowing the organization to give the best choice and alternative for their employees, resulting in increased productivity.

3.2 Data collection methodology

3.2.1 Population

This study's target population is persons who work for the organizations generally public company limited organizations and government agencies, who will be divided into two different groups. Generation Y (born between 1979 and 1994) is followed by Generation Z (born between 1995 and 2010). This would enable the convergence of common and distinct levels of needs and happiness variables.

3.2.2 Sampling

The sample size of this semi-structured interview featured 20 participants from various age groups working in the workplace, including 10 members of the Y and Z generations.

Individuals from a varied range of public company limited organizations who have worked for the firm for at least one year and are willing to provide replies are among the qualifying responders. Furthermore, for purposes of confidentiality, the identities of all of these people have been withheld.

Table 3.1 Detail of generation Y informants

No	Informant Position	
1	Senior Financial Advisor	
2	Real Estate Project Manager	
3	Private Banking Relationship Manager	
4	General Duty manager	
5	Front office supervisor	
6	Senior Talent Acquisition	
7	Product Manager	
8	Human resource specialist	
9	Secnior business Development Manager	
10	Corporate performance and Capital Analysis Specialist	

Table 3.2 Detail of generation Z informants

No	Informant Position
1	Environmental Designer
2	Management consultant
3	Business Analyst
4	Marketing Associates
5	Process Engineer
6	System Engineer
7	Digital business analyst
8	Media Planner
9	Customer Engament officer
10	Project coordinator

As respondents are from both generations in various public company limited. implying that this might be the baseline demands that public company limited should be concerned with in order to adapt and thrive. Unless the organization is concerned about this, turnover could become a problem since what the company provides does not satisfy their needs.

3.3 Data collection approach

The purpose of this research is to provide the various requirements for each generation that must be met inside each organization. This thematic paper employed the qualitative approach to collect data and information about the study because the research needed respondents to explain and observe how they consider and feel about their

current workplace, their needs, concerns, and motivation from both verbal and nonverbal sources. In addition, the purpose of this topic paper is to conduct in-depth interviews with 20 employers, ten from the Y generation and ten from the Z generation, using open-ended questions to allow respondents to freely express their opinions.

3.3.1 Data collection

In terms of data collection methods, this study's data is acquired through an interview. This interview seeks information from Thailand's Generation Y and Generation Z workers. The purpose of this study is to give insight into the level of needs and happiness that must be satisfied inside each firm in order to fulfill and create workplace happiness in order to increase capacity and productivity to work in each company.

Since the research required an explanation and observation from respondents about how they think and feel about their current employment, their needs, concerns, and happiness from both verbal and nonverbal sources, this thematic paper used the qualitative technique to collect data and information on the issue.

This thematic paper conducts in-depth interviews with 20 employers, ten from the Y generation and ten from the Z generation, using open-ended questions to allow respondents to express their thoughts freely.

The interviews took place in the second and third weeks of October, and each session was set for 30 minutes to an hour in via Zoom, phone call and the coffee shop near the BTS siam station. Voice recorded and note-taking techniques will be used during the interview. I used a recording device and made a brief note of a phrase that may link to the theory. Then I enter them into a spreadsheet in a Coding table to group them in a similar category.

The information was collected through individual interviews, which were recorded with a recording device and transcribed for analysis in order to discover the important elements and explanations for individual needs, concerns, and happiness among generation Y and Z in organizations; all personal information is kept secret and is not disclosed in any of the study materials.

3.4 Instrument

The interview begins with briefly introducing participants to the issue background, informing them about the study purposes, and assuring them that all comments will be processed anonymously.

As mentioned these interview questions are using open-ended questions so respondents will feel free to share their experience about their true individual needs without being guided. The interview questionnaire includes two parts of the research questions, which are as follows

Screening questions and Pre-questions to categorize respondents' generations and typically questions about their demographics such as age, experience, job, organization, and working duration are used to identify respondents' generations and demographic information.

Furthermore, customized questionnaires that cover all relevant topics for the research in order to acquire related information from respondents are available. The precise questions include those concerning their job satisfaction, which may identify variables of their needs and happiness, as well as the crucial parts of the respondent's attitude, which will use the Maslow Hierarchy of Needs to assist them raise their job happiness.

3.5 Data analysis approach

The analytic approach is used to analyze this thematic paper. During the interview, voice recording and note-taking techniques will be applied. I used a recorder and took a quick note of a phrase that may be used to address the issue. Then I relisten to the records and place them on a spreadsheet in a Coding table in order to categorize them in a similar topic, making it easier to identify their level of needs and their happiness concerns.

In addition, the researcher will capture such elements and examine what the majority of workers say about what components affect and improve their satisfaction to the company, which may result in high productivity among generation Y and Z.

As an example, the analytical framework used to assess and evaluate data from interviewers is provided below.

Table 3.3 Example of Working Analytical Framework

							Happy 8		Maslow	
No	FRAMEWORK		Questions	Answers	Respondant Generation	Data type	Evident	Unevident	satisfy	unsatisfy
	Maslow's Hierarchy of needs	Happy 8								
1	Physiological need	Happy body			Informant detail	Interviewed				
		Happy relax								
2	Safety need	Happy money								
3	Social need	Happy family								
		Happy society								
4	Esteem need	Happy brain								
5	Self-actualization	Happy soul								
		Happy heart								

The following questions were used as a framework in the interviews to extract useful information from the interviewees:

Table 3.4 Interview Questions

Framework (Maslow's Hierarchy of needs)		Questions
Physiological need	Happy body	Do you think it is important to be healthy both in mind and body for work?
		Do you think a healthy body and mind affect your work potential?
		How do you feel about your mental health when you go to work ?
		In the workplace, do you think it is important to support your healthy body and healthy mind ?
	Happy relax	How can stress affect your work ?
		Do you feel relaxed both physically and mentally when you go to work ?
Safety need	Happy money	Do you feel secure in your workplace? How ?
		Does your workplace provide you a reasonable salary?
		What would make you feel more secure?
		Do you feel the company's welfare is appropriate and secure for you now?
Social need	Happy family	Do you feel your relationship with your family affects your potential for work ? How?
	Happy society	Do you feel happy or close to your co-worker?
		How would you feel about your workplace society ?
		Do you think the workplace environment affects your work capability?
Esteem need	Happy brain	How do you feel about your current position in the workplace? Please explain
		Do you think your capabilities are suitable for your current position?
		Do you feel you want to learn and develop your capacity? why ?
		Do you feel satisfied about the potential and success of your work?
Self-actualization	Happy soul	Do the tasks and responsibilities of your job allow you to reach your fullest potential?
		Can you explain your aim of work ?
		Do you feel you are important to the company ? How ?
	Happy Heart	Are you willing to share the triumphs and tragedies of the organization's survival?

As can be observed, the first levels of needs are associated with Happy Body and Happy Relax, which could be capable of generating the question by adjusting to Maslow's hierarchy of needs questions. Not only does the first stage correspond to the Happy 8 idea, but so do the subsequent stages of need, as seen in the table above which will be discussed in the next parts.

3.6 Data validity

The probing strategy is employed in this semi-structured interview to reduce response bias. During the interview, I revisit the same question to ensure that the interviewee's response is accurate and unbiased. Furthermore, probing approaches are assisting in acquiring clarity to ensure that I have all of the information and am able to gather more information from individuals.

In the next chapter, each interview will be transcripted, analyzed with a functioning analytical framework, and interpreted using the **Maslow's Hierarchy of needs** framework. In the last chapter, I will analyze the findings from the working analytical framework and offer suggestions.

CHAPTER IV
FINDING ANALYSIS

In this section, the results of the interview and analysis will be displayed, and the satisfaction and stages of needs based on Maslow's Hierarchy of Needs will be discussed.

This chapter examines in depth the semi-structured interviews mentioned in the previous chapter, aiding in the finding of characteristics of happiness satisfaction that suggest the levels of the Maslow hierarchy of need in each generation.

The section will begin with a summary of findings to provide an overview of the results from each interview so that you can better understand while going through each component. The interview and coding data will be included in Appendix A.

Table 4.1 Summary of findings of Y generation

generation Y	Physiological need		Safety need	Social need		Esteem need	Self-actualization	
	Happy body	Happy relax	Happy money	Happy family	Happy society	**Happy brain**	Happy soul	Happy heart
1	SATISFIED							
2	**SATISFIED**							
3	SATISFIED							
4	**SATISFIED**							
5	**SATISFIED**							
6	SATISFIED							
7	SATISFIED							
8	**SATISFIED**							
9	**SATISFIED**							
10	**SATISFIED**							

The first generation is the Y generation. For generation Y, ten responders represent 100%, according to the summary finding table above, 100 % of Generation Z are satisfied with their physiological needs, 100% with their safety needs, 100 % with their social needs, and 100 % with Esteem needs and 40 % for self-actualization needs.

Table 4.2 Summary of findings of Z generation

generation Z	Physiological need		Safety need	**Social need**		Esteem need	Self-actualization	
	Happy body	Happy relax	Happy money	**Happy family**	**Happy society**	Happy brain	Happy soul	Happy heart
1	SATISFIED							
2	**SATISFIED**							
3	SATISFIED							
4	SATISFIED							
5	**SATISFIED**							
6	**SATISFIED**							
7	**SATISFIED**							
8	SATISFIED							
9	SATISFIED							
10	**SATISFIED**							

The next generation is the Z generation. For generation Z, ten responders represent 100%, according to the summary finding table above, 100 % of Generation Z are satisfied with their physiological needs, 80% with their safety needs, 70% with their social needs, and 20% with Esteem needs and 10% for self-actualization needs.

In the next part, I will discuss the details in each level of need.

The first need is Physiological needs which are connected to Happy Body and happy mind in the Happy 8 concept and will be discussed in further detail in the following part.

4.1 Physiological needs

For the psychological needs of the Z generation, the same responses apply to Generation Z. The majority of them also mentioned that these **psychological needs**, which relate to their mental and physical health, **are important aspect and should be satisfy**

"Yes, I think it is really important to be healthy in both body and mind as good body will make you ready to do your works if your body is not ready then you cannot do anything and if your mind are healthy, everything will be less difficult to deal with as you know how to figure it out and not feeling bad or depressed."

Z1,

“Happy mind and body is the combination of a healthy livelihood. If one or the other is falling ill, I might feel uncontent about the situation.”

Z2

“I think it is important as both can affect my emotions and my ability to do things.”

Z3

“I agree that it is important since my mind and body are inextricably linked. Even when the body is healthy but the mind is not, I felt that I couldn't do anything very well during the stressful period during menstruation, or if I'm in a good mood but my arm is broken, I can't do anything as well, so I can't deny that these two factors impact my daily life and job ability.”

Z4

“For me, it is important to be healthy both in mind and body as mental health has a huge impact on how I treat myself. It directly affects how my body works. Thus it is necessary to be healthy inside and out.”

Z5

“Our body and mind need to be ready before doing thing”

Z6

In this instance, I discovered that the direction of the answer of members of generation Y responded, in the same way as it is important to healthy in both mental and physical, generation Y also are suggest that it is important aspect and should be satisfy such as

“It is a very significant issue to consider as it is affect to potential of my work”

Y1

“It is really important since it allows and helps me to operate more successfully and happily.”

Y2

“If both body and mentally are not well i think it will make me unable to work fullest potential as when i feel fine with both of them”

Y3

"Both of them represent the readiness of working. If both of them are not ready it would reduce the capability for work."

Y4

"Having a healthy mind will lead to having a healthy body which able and allow me to increase the potential for work"

Y5

"If my body and mind are healthy and there is no stress or worry, it will make me joyful and boost my ability to work since I can concentrate better."

Y6

"I think both of them need to be well in order to function all my work"

Y8

As a result, the majority of generation Y responds in the same direction as generation Z in terms of the importance of being concerned about one's physical and mental health.

Furthermore, Generation Z are also considered to think that **mental and physical health it will affects their work potential and their happiness for work*s*** *as well both in positive and negative ways such as*

"It helps me be more productive, and being in a good mood allows me to work without feeling under pressure."

Z10,

"My ability to work is affected if one of my physical or brain functions feels abnormal because I will be unable to focus on anything."

Z9,

"I am sure that I'm able to work more effectively when I am in a positive mood and feel positive"

Z8,

"Both body, mentally, and feeling are affected by the potential of work. if i feel sick or unwell I'm always not able to do my work as well as my feelings. If I was sad or had a fight with my friend it also affects my work potential."

Z7,

This might imply that if people are satisfied with their bodies and minds, it will boost their potential and esteem for work since they are ready to work without

concern. However, if people feel negative in terms of body or mind, it will result in them being dissatisfied, anxious, and reducing their capability to work or making them unable to complete their jobs.

"If my body or feeling is not ready it would make me unable to do my work with my fullest potential"

Z6,

"I think both affect my work potential. I usually work productively when I'm healthy inside and out. I can focus more on what I'm doing at work."

Z7

"Agreed, since if the mental or physical condition is not ready, it will not operate properly. For example, if there is not enough rest during work, the brain will not be able to think about work. or if the mind is not prepared For example, someone who is sad will be unable to concentrate on their task."

Z4,

"If both of them are good, it allow me to work effectively and smoothly"

Z3,

As well as Generation Y, in this case, I found that individuals of generation Y replied in a way that suggested that both their physical and mental health would impact their ability to work and their level of job satisfaction which mentioned that

"When my physical or mental health isn't preferable, it definitely hinders my ability to work."

Y1

"Every month I have a painful stomach ache from my period during that week. I can do anything but I just have to finish it without the standard quality."

Y4

"If i have both happy in my body and mentally it will help me to be more productive"

Y5

"It has an impact on how well my body and mind are doing, such as how having less stress and anxiety will make me happier and increase my ability to work since I can concentrate better."

Y6

As can be observed, the majority of the Y generation also mentioned that having a poor body and mind will have an impact on their capacity to work.

"It is essential to be in mind and health to be ready since, for me, feeling ill makes it challenging to concentrate and complete my task."

Y2

"I mean, it doesn't have to be that healthy but a regular one without pain or depression in the head, so that I'll be better prepared to work and happier, increasing my capacity for work without any concern for my body or mind."

Y3

Furthermore, this finding suggests that it is preferable if the firm could do something to assist their mental and physical health since it would make them happier and aid them in terms of increasing their readiness and potential for work. which state that

"Having healthy health will enable us to perform more effectively. Additionally, quality devices and equipment and proper hygiene are also important."

Z2,

"I think it is important as if employees are unhealthy, it will affect work potential for sure, so, it is important to concern about employee health such as providing fitness activity, yoga class, space to work out something like that."

Z1

"A healthy body can also affect my mood and boost my self esteem"

Z3

"I believe it is critical since I have had chronic shoulder discomfort and a lot of pain in my eyes since I started working because I had to sit and work all day, gazing at a computer screen. I had a painful shoulder that required me to attend a physical therapist, but it is still not better, and it has a significant impact on my life. Sit and work, shoulder discomfort prevents me from working, sitting, and focusing for lengthy periods of time. As a result, it would be good if the firm provided exercise or medical services to its employees."

Z4

"I think good environment workplace to support my emotions such as music, walking or relax space is also help me increase productivities and boost my body and feeling to be ready for work more like more fresh something like that"

Z6

"Yes, as everyone who works here occasionally experiences mental or physical health issues, it would be helpful for the firm to have a location to relax, similar to what Google does, or to have a place to work other than at a personal desk to lessen office syndrome"

Z9

"Yes, actually it would be at the smallest things like good quality of share, table"

Z8

The same result for Y generation which suggest that it is preferable if the firm could do something to assist their mental and physical health since it would make them happier and aid them in terms of increasing their readiness and potential for work. which state that

"I think it is a fundamental requirement that a firm must be able to meet in order to enable employees to do their duties efficiently"

Y1

"It is quite important for me, let say you have to go there every day from monday to friday and it is like you second home so it is important to support our health both in body and mind"

Y2

"It would help to increase readiness, potential both come from a healthy body and mentally first"

Y3

"The facilities of the organizations should be well-maintained in order to reduce health pain from neck back and workplace environment should be proper and encourage us to work"

Y4

"I think it would be great it the company support my well being of body and mind as it would assist both body and mentally which yeah i think it would be great"

Y5

"It is crucial that the firm helps us, especially with regard to our mental health because this is a crucial component whose impairment will have a direct impact on our ability to perform at work."

Y5

However, the majority of Z generation are suggest to satisfy with this stage as state that

"Yes, but occasionally when I go to work, I feel stressed because I want my job to be great, which causes me tension and makes my mental health feel bad sometimes. However, generally i feel happy with both my body and my mental health when i go to work"

Z1

"My time with the company is rather flexible, so I can enjoy work at my leisure."

Z2

"Yes, as now i feel okay with my work and relax both body and mentally, sometime may stress but its is just a sometime"

Z4

"I feel relaxed mentally and physically. This is because I am not required to dress properly and sit in the same position for a long time in a day."

Z5,

"Yes, both of them are fine when i work here"

Z6

"It kind of fit me, my personality and my routine."

Z7

"Actually, even sometimes I get stressed but normally for this current work I think it is fine for me."

Z9

The majority of them claimed that they both please with both mentally and physically, which mentioned, for the generating Y also suggest to be satisfied in this degree of wants as well which mentioned that

"Normally yes, it fits me so well in terms of environment, co-workers and duties here"

Y3

"Sometime, it depend but normally i feel fine with it"

Y5

"Both of them are satisfying for me while working here, I used to work at XXX company before and it makes me feel stressed with the workplace environment so much that's why I left, however working here I am not facing any problem about my mentally health and body as well."

Y4

"Both are fine, co-worker nice, no work load, I feel happy."

Y7

As a result, the majority of both generations are advised to be concerned that both their mental and physical health are affected, and that they are able to boost their happiness and capacity to work, and that all of them are satisfied with this level of needs.

The next need is safety, which is connected to Happy money in the Happy 8 concept and will be discussed in further detail in the following part.

4.2 Safety need

In Z generation, it is suggest that happy money affect their satisfaction as this generation secure feeling are majority can be increasing from salary and reasonable income earning**,** the majority of them said that raising their pay, getting a better position, would make them feel more secure which mentioned that

"For me, a continued positive individual evaluation, promotion would make me feel more comfortable."

Z1

"Increase in salary and offer more benefits."

Z2

"If the company could offer me career advancement, reasonable salary, I would feel a lot more secure."

Z3

“I think it would be get promote and get a higher position make sure i'm not lay off”

Z4

“Having KPI to achieve in order to get promoted would make me more secure. It makes me feel more confident that I would surely get promoted if I achieve the KPI.”

Z5

“A higher salary increase i guess”

Z6

“I think it would be a salary increase.”

Z7

However, in Y generation, it is suggest that happy money affect their satisfaction as this generation secure feeling are majority are from reasonable salary , secure in safety and reputation of the company which those secure feeling can be increasing from increasing bonus and position, the majority of them said that getting a better position, ,company welfare and implementing more bonus would make them feel more secure which mentioned that

“Increasing bonus and would probably provide more snacks, as sometimes there isn't enough catering here.”

Y1

“A better company welfare would make me feel more secure. It's fair presently, but if the business could provide more, it would be great and motivate me more.”

Y2

“It would be good welfare and a higher position.”

Y3

“Besides increasing bonuses and a higher position, it would be great to increase food beverage in each section.”

Y5

“Getting promoted to a higher position would make me feel more secure”

Y6

However, for the Safety needs of the Z generation, 8 of them mentioned that they feel satisfy and feel secure with their workplace which mentioned that

"The firm provided a substantial sum of money, recent individual assessments were quite positive, and the environment around the organization was secure."

Z1

"The current job provides excellent opportunities for learning and networking, but the pay and benefits are inadequate."

Z2

"I feel I am comfortable and secure since I have been working for over two years and am familiar with all of my coworkers. I have nothing to worry about , salary is reasonable and the workplace culture is pleasant and everyone is cute."

Z4

"I feel very secure in my workplace as my workplace has never applied the employee reduction policy. Moreover, my workplace also provides employees a clear career path which makes me feel more secure."

Z5

"Yes, here are less lay off employee and here provide me quite reasonable salary"

Z6

"Yes, this place gives me a sense of security in terms of my finances, safety, and hygiene."

Z8

However, as can be observed, the majority of them are pleased and satisfied; nevertheless, two of them expresses dissatisfaction with this stage since they do not receive a suitable pay which mentioned that

"No, not really, I think besides my work more than salary, I think it is also a lack of good welfare for employees as well." , and *" In terms of working i know that my workstyle and my skills meet the company's expectations but here provide less salary than i should have get"*

Z3

"No, I think I wish to get more salary from this working position."

Z9

On the other hand, for the Safety needs of the Y generation, this generation secure feeling are majority are from reasonable salary, secure in safety and reputation of the company which those secure feeling, 10 out of 10 of them mentioned that they feel satisfy and feel secure with their workplace which suggest that for generation Y, 100% of them are satisfy in this level of need which mentioned that

"Here provide acceptable pay and a fine job, plus the surroundings are secure."

Y1

"This job is stable, safe in terms of financial, the workplace is hygiene, secure and co-worker here are nice. The workplace environment is good as well."

Y2

"My workplace provide me reasonable salary, workplace are safe and secure , the company have a good reputation"

Y3

"Now, i feel safe both in work style and co-worker which make me feel nice ,feel good like it is my safe zone"

Y6

As a result, it is assumed that the majority of both generations are concerned that their level of financial happiness, Happy Money, is affected and that raising their level of financial happiness will increase their sense of security and stability.

For generation Y as mentioned that 100% of them are satisfied with this need. However, 80% of Z generations are said to be satisfied with their level of needs.

The next need is Social need or love and belonging needs, which is connected to Happy Family and Happy society in the Happy 8 concept and will be discussed in further detail in the following part.

4.3 Social need

For the social needs of both generations, the majority of them also mentioned that **family and society** relate to their happiness and potential for work which will look into the details next.

In Z generation, the majority of them suggest that happy family affect their satisfaction and work potential both in positive and negative ways such as

"My family are understanding and in terms of work, if there are any issues with my job, we will sort it out or address them outside of work hours, so, they did not make me uncomfortable or affect my work in any way."

Z1

"My family is highly supportive and has allowed me to pursue any interests I have."

Z2

"Sometime if they are not okay with my work it might make me feel awkward sometime, and make me think about finding a new job"

Z3

"Me and my family understand each other, we don't have any problem with that, we do not normally have fights so there are less problems from family that will affect my potential."

Z4

"Yes, but luckily my family is happy with my current job and they always allow me to decide everything on my own which makes me really happy. I would say it increases my work potential as I feel happy."

Z5

"they always support me and i think it make me feel good and positive affect to my feeling and potential to work as i feel good"

Z6

"My family put focus on my career , they chose, recommended and told me to work here and here and it always makes me uncomfortable and feel sad as actually I have something that I wish to work. It sometime make me dont want to go to work"

Z7

"My family are not that close however they not make me uncomfortable"

Z8

"If my family not happy with my work or what i am doing, it's always affect to my feeling and affect to my work potential"

Z9

"They understand me very well as my father are also work here as well so it make feel comfortable with my work"

Z10

Same results in Y generation, the majority of them suggest that happy family affect their satisfaction and work potential both in positive and negative ways such as

"They do serve as my consultants and offer emotional support when I'm feeling anxious."

Y6

"If I get along well with my family or if things are going well in my family, there is nothing to think about that may distract me from my work."

Y3

"Without a doubt, their problems or illnesses will affect my ability to work."

Y4

"I believe it affects my potential and attention if it is around the time that I have to pick up my children because I'm focusing on them rather than my job."

Y5

"Me and my family are so close and everytime I go back home i always share it to my family they help me alot in terms of reducing my stress"

Y8

Furthermore, for the happy society aspect, Generation Z are also think that **workplace environment affects their work potential and their happiness for works** such as

"It is highly influential and affects because if society is careful, we will be diligent as well. the work will be better"

Z1

"A supportive workplace environment nurtures the capability to thrive in the industry."

Z2

"I work better in a relaxed and nice environment. These days, I love working in my office dining hall rather than my desk since it gives me a chill vibe and I can work while having a small talk with my co-workers."

Z3

"The working environment here is really effective, since everyone in my business works hard, so it makes us more diligent to want to work with more determination. Furthermore, the more equipment the office has, the more it helps us to work more efficiently, and my company is satisfied with that."

Z4

"i think it is effect me both from co-worker and workplace environment"

Z6

"If there is so many disturb noise or uncomfortable place i think it prevent us to work effectively and will reduce the quality of work"

Z7

"If my workplace is prepared, it will enable me to be more productive, but sometimes it isn't since there isn't enough equipment to aid with the task, which can sometimes lower my capacity and productivity."

Z8

Generation Y are also think that **workplace environment affects their work potential and their happiness for works** such as

"If the workplace environment is good it will increase my productivities, if workplace was bad environment then it will decrease mind"

Y4

"If company can provide relax workplace environment such as open some music it will make me more happy and it will increase my capacity for work"

Y5

"Yes, from both people and locations. If one is surrounded by undesirable individuals, one's mental health will likely suffer."

Y6

"Since COVID-19 i sometime have to work from home and it is not productive as much as i work at the office"

Y7

"Here provides me with a productive environment and it increases my productivity a lot."

Y8

"Atmosphere has a significant impact on how I work. if it is calm, I will feel calm and be more productive but, if the environment is stressful or the workplace is not functioning, I will be less productive."

Y9

"Yes, it has a big impact. If the workplace is not functional or doesn't offer enough supplies, there will be less potential for work."

Y10

Additionally, the majority of the Z generation, who are content with their society and coworkers, also expressed satisfaction with the working environment and a sense of getting along with their coworkers which declare

"I like the society here because no one bothers with each other's personal life and everyone respects one another."

Z1

"My company is small and we work on separate projects,we normally talk about our work not play or interact with others much however i feel fine with it"

Z2

"I think it is a great one as my co-worker in here are so nice and kind. Workplaces are comfortable which assist me in terms of working and increase my productivity."

Z5

"Well, i think i like this place we work hard but not with pressure it make me can work effectively and happy in the same way", "Me and my co-worker are so close and i am so happy with them"

Z6

For the Y generation, it is also suggest that the majority of them are satisfied with this level of need which mentioned that they are satisfied with the workplace environment and feeling getting along well with their co-worker

"It's a productive workplace, both in terms of the environment and the people that work there. Additionally,we are close to each other but normally in my team"

Y10

"We manage to get by in terms of business, but personally, I wasn't all that close to them." , and "This workplace is relaxed and not overly strict, and we have effective internal communication systems that help us comprehend our tasks easily."

Y9

"I thinks here provide me a productive environment and it increase my productivities a lot"

Y8

"I feel it is a supportive environment i am happy with that" , " Normally I feel happy and feel close to them"

Y7

"I feel okay we are close to each other and here provide efficient quality equipment which increase my productivities a lot"

Y6

"For me it is a nice one, less stress, everyone is nice" , and " we quite close to each other, both in my teams and other"

Y3

However, some of them in Y generation are suggest that generation gap also affect their relationship with other co-workers

"We are having a good relationship; however, generation gaps seem to be a problem here."

Y8

"Absolutely , in my team that i have to work with we are so close to each other but at first we are facing a generation gap however everything is better now. "

Y4

"I think sometimes I feel unsatisfied with some problems with the generation gap between younger employees. However normally well"

Y5

As a result, the majority of this generation is concerned that both their family and society are affected, and that they are able to boost their happiness and capacity to work, and that 70% of Z generation are satisfied with this level of needs and 100% of Y generation are also satisfied

The next need is Esteem, which is connected to Happy Brain in the Happy 8 concept and will be discussed in further detail in the following part.

4.4 Esteem need

At this point, evidence from the Z generation suggests that they believe that they want to develop their brain which will make them in their career and in their everyday lives. As a result, they all desire to learn and develop professionally such as

"I want to constantly improve myself in order to bring knowledge to use in my daily life and at work."

Z1

"I always believe in lifelong learning and always want to stay competitive."

Z2

"Definitely, I want to be an expert in my career field and I am willing to learn what might be advantageous for my career path."

Z3

"I mean, I'm very happy with where it is today but feel like it can go further. I still want to develop myself further."

Z4

"It would help me to archive to the position that i want and can make me more money"

Z6

The trend of the responses for the Y generation appears to be the same as for the Z generation, which desire to improve themselves in order to help them in the profession aspect, which states that

"Yes, it would benefit my job and provide me the opportunity to advance in my profession."

Y2

"Yes, I want to develop my capacity and knowledge as in terms of digital marketing it is a kind of that you have to develop your knowledge all the time such as in platform, insight customers which have to be develop all the time"

Y3

"Yes I want to learn more in order to support my duties and organization and make me grow in this career path."

Y4

"Yes, I want to improve and develop my skill so that I may correct my career mistakes and make it the most successful one possible."

Y6

As is evident, the majority of them want to grow as people in order to support their career paths. However, 80% of respondent of Z generation are unsatisfied with this levels of need , majority of them are mentioned about their task that is not suit with their potential or it is not what they want to do such as

"My capabilities have outgrown the current position and there's no room for growth here anymore."

Z2

"My position is marketing communication officer but I feel like I am a planner because of my tasks. My boss told me that he wanted me to be a planner in the marketing team in terms of my career and education background and I am okay with that but I also want to do a job as a marketing communication as well."

"In terms of general planning and management, I think I do well but in the "MARKETING PLANNING" part, I really need improvement because I don't have any knowledge and background in that field."

Z3

"Sometimes I feel I can not do this as sometimes it is hard to figure out. but if it comes to a good result I will feel good, however normally I feel I have so many things to develop."

Z5

"My current position is considered as okay of me but sometime I think i need more support from my boss"

Z8

However, 20% of generation Z respondent are satisfy with this level of need which suggest that

"I feel satisfied because I come to work according to the position and ability that I can do and what I want to do."

"It is what I have graduated from and what I am really good at so while I work here I am so happy and think it is suitable for me" and "I am satisfied with the results of my job since I put in the effort and the results are as expected."

Z1

"The current situation is deemed okay, I have done precisely what I have studied, which is the public relations aspect."

Z4

On the other hand, For Y generation, it is suggest that they are all satisfy in this levels of need as mentioned that this position suit with their potential and they feel satisfied with the current job which state that

"I feel so high esteem as in this role i can handle it and my co-workers are respect me according to my performance", "This work aligns with my interests and almost perfectly with my potential"

Y6

"I feel happy about my position and i think it is important position in company and it is suitable with my capability"

Y5

"This position requires special knowledge and I think I kind of do it well. I am happy with this position."

Y7

As a result, the majority of both generations are concerned that their brain development capacity is affected, and that it can increase their capacities to work,

However, although the Y generation's needs are completely met, just 20% of the Z generation's needs are satisfied.

The next need is Self-actualization, which is connected to the Happy Soul and Happy Heart in the Happy 8 concept and will be discussed in further detail in the following part.

4.5 Self-actualization need

In this stage, it is suggest that 90 % of respondent are unsatisfied with this levels of need, which suggest that the task are not allow them to reach their fullest potential and feel they are not important to the organizations which state that

"My current job does not push me to my fullest potential.", "I am just playing a small part in this organization, I don't feel valued or important."

Z2

"My boss always helps me by guiding me and leads me to work better but at the same time he also sometimes allows me to think, give opinions, and make a decision. "

Z3

"Sometime the final decision or the way of working would depended on my boss which sometime i think difference way from them"

Z4

"Well let say when the problem arise in the company sometime i have to assist that issue and make me sometime confusing and i don't think it make me reach to that point."

Z5

"I think i have a less chance to reach my fullest potential here in this company but im okay working here"

Z7

In addition, the answer come to the same way that the majority of them are think that they are not important to the company which mentioned that

"I am just playing a small part in this organization, I don't feel valued or important."

Z2

"I think i'm just a normal employee not that the manager or something like that which like important to the company"

Z3

"Since COVID-19 the company are continually layoff its employees, i don't know, i just feel like if we are not good at working they might layoff anytime"

Z4

“I am just an employee in one section in the company, i don't think i am that important”

Z5

“I don't think so, as the company normally treats me like normal employees.”

Z7

However, there is only one respondent which suggest to be satisfy in the level of needs which mentioned about her potential and her importance that

“I think this job allows me to reach my fullest potential since the course that I completed correlates to the job position that I currently hold, and the work scope matches to the defined position, allowing me to operate completely inside the framework that I am proficient in and understand what I am doing.”

“I kind of consider myself significant to the organization since I have always worked properly and effectively, as well as gotten recognition and honors from it.”

Z1

In addition, in terms of a happy heart, the majority of generation Z also suggest that they are not willing or ready to share the triumphs and tragedies of the organization's survival which state that

“If the business is set to fail, I believe I will immediately begin my search for a new position.”

Z2

“I don't think I'm prepared for the tragedies of corporate survival, to be honest.”

Z7

“If for the triumphs i would say yes, but for the failure i think i am not sure”

Z4

However, only four respondents of Y generation is suggest to be ready and willing to share their happiness with the triumphs and tragedies of the organization's survival which suggest that

“I am willing and able to share my happiness with the successes and tragedies of the organization's existence, therefore yes, this is where I want to work for the remainder of my career.”

Y1

"Since I've been working here for a while and have seen both good and terrible corporate times, I believe I'm prepared and willing to take it."

Y3

"I have a lot of opportunities thanks to this excellent firm, and I'm prepared to share my joy with the successes and failures of the enterprise."

Y6

As a result, the majority of the Z generation is concerned that their developing skills are affected, and that they are able to boost their happiness and capacity to work, however, only 20% of them are satisfied with this level of needs and 80% are unsatisfied with this level of needs.

For generation Y, it is suggest that 40 % of respondent are satisfied with this levels of need, which suggest that the task are allow them to reach their fullest potential and feel they are important to the organizations which state that

"Here allow me to reach my fullest potential and i think it suit my all potential" Yes i feel important to the company, additionally, I believe that I can perform this job properly and according to the specifications defined by the company"

Y1

"This work allows me to reach my fullest potential.", and "Now i think i am in an important position if the company runs without me it will affect the company workflow."

Y3

"Here push me to reach my fullest potential", and I feel like i'm really satisfied, I'm recognised by my peers, organization ,they all respect me"

Y6

"Working here is able to reach my full potential in this work.", and "They treat me extremely well here since they recognize how important their employees are and that this business needs special knowledge."

Y7

Thus, according to the summary finding table above, ten respondents for generation Z indicate 100% satisfaction with their physiological needs, 80% with their

safety needs, 70% with their social needs, 20% with their esteem needs, and 10% with their self-actualization needs.

Therefore, according to the summary finding table above, ten respondents for generation Y represent 100% satisfaction with their physiological needs, 100% satisfaction with their safety needs, 100% satisfaction with their social needs, 60% satisfaction with their esteem needs, and 40% satisfaction with their self-actualization needs.

According to the findings, the vast majority of Generation Z are in a state of social need which include 50 % of the generation Z. Following with the vast majority of Generation Y are in a state of Esteem need which include 60 % of the generation Y.

CHAPTER V
RECOMMENDATION AND CONCLUSIONS

5.1 How to create happiness in workplace for Z and Y generation

5.1.1 Z generation

According to the findings, the vast majority of them are in a state of social need which include 50 % of the generation Z. so, in order to create a happy workplace for employees in Social need. The company should support and be concerned about their happy society, workplace environment.

It is preferable for businesses to offer activities or environments that assist employees feel happier at work in order to sustain a happy society. The organization should promote collaboration among teams, divisions, and departments as well as team growth through social activities like sports or a buddy system for the activity that might help their relationship with friends and coworkers.

As can be seen from the results, the organization should also place a high priority on health and safety in the workplace. Additionally, as can be seen from the results, the majority of them are concerned about their salaries and income earning, so the company should take into consideration about reasonable salaries, providing benefits, and as well as providing some pensions plan in order to support Generation Z in terms of increasing and fulling their happy money in order to fulfill their safety needs and able to create a happiness in the workplace, which will result in increasing their productivity for work which will benefits the company in the long run.

5.1.2 Y generation

According to the findings, the vast majority of them are in a state of Esteem need which include 60 % of the generation Y. So, in order to create a happy workplace for employees in Esteem need. The company should support and be concerned about their happy brain.

It is preferable for businesses to offer activities or environments that assist employees feel happier at work in order to sustain a happy brain for them. The organization should provide self-improvement training in order to satisfy them in terms of learning and developing themself.

Additionally, as can be seen from the results, the majority of Generation Y , the happy brain majority relate to their work potential, they are aim to have a higher position, stable and continually grow in this career path, So the company should take into consideration about providing rewards, and as well as providing more self-improvement training , and offer social recognition programs that will celebrate employees' accomplishments and award respect and status in order to support Generation Y in terms of increasing their happiness in the workplace, which will result in increasing their productivity for work which will benefits the company in the long run.

According to the results, if the business can meet the demands and concerns of its employees, it will boost their job efficiency, which will ultimately be advantageous to the business in the long run.

5.2 Limitation

This thematic paper aims to identify and suggest ways to create happiness in the workplace in the Y and Z generation. In order to more accurately represent the entire working population, it is recommended that future research use a larger and more representative sample size of respondents, both in terms of generational diversity and number of respondents. It would also be preferable to study in different kinds of firms rather than public limited corporations in order to be able to represent all generations.

In addition, due to the limited time available for study, the author mainly examined Happy 8 components related to Maslow's hierarchy of requirements.

Additionally, respondents were chosen for this semi-structured interview using random convenience sampling, which may not be indicative of a sample group that is more varied.

In order to optimally reflect and comprehend the population of generation Y and Z workers in every firm, future research should use a bigger sample size of respondents and companies.

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