

# WORKPLACE HAPPINESS IN EXPRESS INTERNATIONAL SHIPPING SERVICE PROVIDER

Kritsanatphong Yingyong<sup>1</sup> and Nuttawut Rojniruttikul<sup>2</sup>

**ABSTRACT:** *The purposes of this research were 1) to study the level of workplace happiness in express international shipping service provider and 2) to study the factors affecting workplace happiness in express international shipping service provider. The sample was 385 employees in express international shipping service provider in Bangkok. Convenient sampling method was used to collect data. The questionnaire was used as research instrument. Statistics used for data analysis included percentages, mean, and standard deviation. Multiple Linear Regression Analysis was used for hypothesis testing. The research findings were: 1) The workplace happiness in express international service provider was at high level. 2) Employment condition, communication, working relationship, job characteristics, and organizational culture could affect workplace happiness in express international service provider at statistical significance level of .01. Compensation could affect workplace happiness at statistical significance level of .05. All independent variables could explain the variation in workplace happiness in express international service provider at 72.1 %*

**Keywords:** *Job Participation, Organization Support, Workload, Technology Advancement, Work-life balance*

## Introduction

At present, the growth rate of international express delivery service industry in Thailand has continue increased and many entrepreneur are also in the period of continuous growth. However, the growth rate of the economy is still at moderate level as the rapid growth of the e-commerce business and online stores and there are many risk factors involved. Therefore, shipping service providers play the essential in distributing products to the destination. This leads the service provider to emphasize their service operation for product delivery. In the case of large international express delivery business, DHL Express International (Thailand)

Company Limited (DHL) conducted the logistics trends study which is necessary for the development of business model.

For Federal Express Company Limited (FedEx) has acquired the TNT Express Company Limited (TNT Express). The integration of FedEx and TNT helps strengthen the two companies, this allows the companies to connect with customers easily and look for more opportunities around the world.

In overall, the trend of express shipping service has increased in Thailand as indicated by the growth of economy. For instance, Kerry Express Thailand Co., Ltd. (Kerry Express) can rapidly grow and to be well-known shipping service provider throughout the country. However, the number of qualified workers is still not enough to support the expansion of this business. Although there is the cooperation between the public and private sectors, including educational institutions, the insufficient of workforce still exists. This problem could impact the ability to

---

<sup>1</sup>Master Degree Student of Business Administration Program

<sup>2</sup>Assistant Professor, Faculty of Administration and Management King Mongkut's Institute of Technology

<sup>1</sup>[Ladkrabang1kingkaser47@gmail.com](mailto:Ladkrabang1kingkaser47@gmail.com)

<sup>2</sup>[nuttawut.ro@kmitl.ac.th](mailto:nuttawut.ro@kmitl.ac.th)

compete with others. Therefore, the organization have to focus on the efficiency and effectiveness in order to achieve the organizational goals and sustain in the competitive environment.

Many organizations are changing, motivating, and trying to engage their employees which is the important assets of the company. If the company does not treat employees well enough, this could affect the happiness of employees. Therefore, the employee performance may be lower. On the other hand, when employees feel happy in the workplace and have good relationship with others, this could lead to successful operation as well.

For the reasons mentioned above, the researchers are interested in studying the factors that affect the happiness of the employees in the express international express delivery service providers. The research results could be beneficial for the company to understand the employee's information and improve employees' happiness in the workplace.

### **Research Objectives**

1. To study the level of workplace happiness of employees in express international shipping service provider.
2. To study the factor affecting workplace happiness of employees in express international shipping service provider

### **Hypothesis**

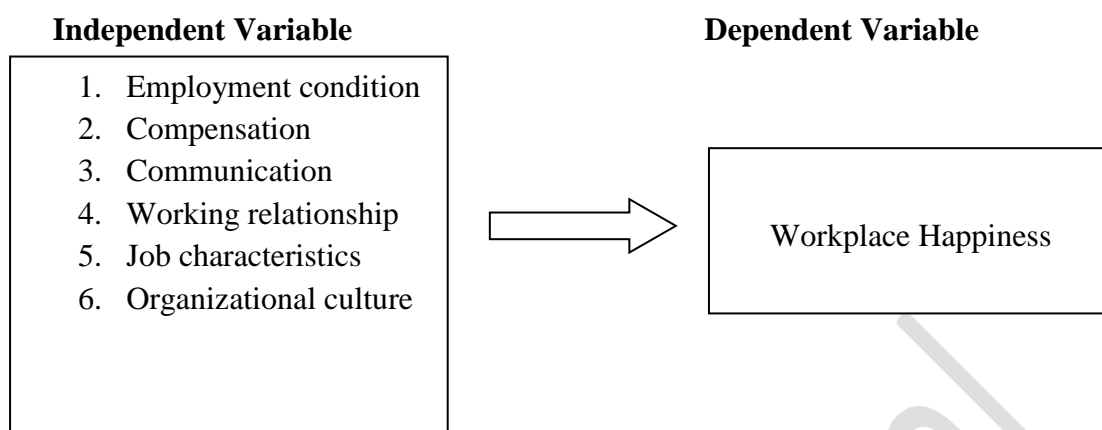
Employment condition, compensation, communication, working

relationship, job characteristics, and organizational culture could affect workplace happiness of employees in express international shipping service provider.

### **Methodology**

#### ***Conceptual framework***

In this study, the researchers gather data from employees who work in several express international service providers in Bangkok area. According to Beethoven (1992), happiness is the degree to which a person evaluates the overall quality of his present life-as-a-whole positively. In the past, the study mainly related with human unhappiness until Bradburn's (1969) discovery of the independence of positive and negative effect. Argyle et.al. (1989) also defined happiness as having three components: (1) the average level of satisfaction over a specific time period; (2) the frequency and degree of positive affect; and (3) the relative absence of negative effect such as anxiety and depression. Maenapothi (2007) provided the meaning of happiness in workplace as a situation at the workplace when personnel are happy working and not feeling like it is work, are efficient and achieve targeted goals, both at the personnel and organizational levels. Therefore, the previous concept of workplace happiness and related theories, the researchers propose the research framework by using workplace happiness as dependent variable and organizational factors as independent variables as shown in Fig. 1



**Figure 1: Conceptual Framework**

### **Population and Sample**

Population is employees who work in express international service providers in Bangkok. According to Cochran formula with 95 percent confident level, the research determined the sample size which is 385 employees.

### **Variable**

1. Independent variables are employment condition, compensation, communication, working relationship, job characteristics, and organizational culture.
2. Dependent variable is workplace happiness

### **Timing**

The researcher gathered data by distributing questionnaires to employees who worked in express international service provider in Bangkok during October 2018 to November 2018. Convenient sampling method was used in this research.

### **Research Instrument**

Questionnaire was used as the research instrument. There are four sections in the questionnaire. The first section is about personal factors of the respondents (8 questions). The second section is about the organizational factors (27 Likert scale questions). The third section is about workplace happiness of employees (15 Likert scale questions), and the last section is the opened-end question for opinion and recommendation. Reliability and validity test were conducted before data collection.

### **Data analysis**

Data was analyzed by using statistical program. Statistics include percentage, mean, and standard deviation. Multiple linear regression analysis was applied for hypothesis testing at 0.01 and 0.05 level of significance. The level of organizational factors and workplace happiness were determined by the following criteria:

Mean	Level of organizational factors/ workplace happiness
4.501-5.000	Highest
3.501-4.500	High
2.501-3.500	Moderate
1.501-2.500	Low
1.000-1.500	Lowest

## Results

**Table 1** Frequency (f) and Percentage of Personal Factors

Personal Factors	f	Percent age
1. Gender		
Male	193	50.1
Female	192	49.9
Total	385	100.0
2. Marital status		
Single	279	72.5
Married	94	24.4
Divorced/Separated	12	3.1
Total	385	100.0
3. Age		
Below 25 years old	149	38.7
26 – 35 years old	148	38.4
36 – 45 years old	72	18.7
46 – 55 years old	12	3.1
Over 55 years old	4	1.0
Total	385	100.0
4. Education		
Junior high school or below	13	3.4
Senior high school	53	13.8
Diploma	54	14.0
Bachelor	242	62.9
Higher than bachelor	23	6.0
Total	385	100.0

**Table 1 (Cont.)**

Personal Factors	f	Percent age
5. Working experience		
Below 1 years	89	23.1
1 – 3 years	113	29.4
4 – 6 years	81	21.0
7 – 9 years	45	11.7
10 – 15 years	38	9.9
Over 15 years	19	4.9
Total	385	100.0
6. Monthly income (THB)		
Below 10K	29	7.5
11K – 15K	97	25.2
16K – 20K	135	35.1
21K – 25K	76	19.7
Over 25K	48	12.4
Total	385	100.0
Department		
Operation	188	48.9
Custom	85	22.1
Office	69	17.9
Administration	39	10.0
Other	4	1.1
Total	385	100.0
Position		
Operator	122	31.7
Supervisor in operation	33	8.6
Officer	210	54.5
Supervisor in custom	9	2.3
Management	1	0.3
Other	10	2.6
Total	385	100.0

From table 1, it found that number of male and female respondents were very closed. Majority of employees had single status and age below 35 years old. They graduated in bachelor's degree and had working experience 1 – 3 years. They had

16K-20K THB monthly income and worked as officer in operation department.

**Table 2** Mean ( $\bar{x}$ ) Standard Deviation (S.D.) of Organizational Factors

Factors	$\bar{X}$	S.D.
Employment condition	4.242	0.623
Compensation	4.079	0.680
Communication	4.143	0.643
Working relationship	4.132	0.643
Job characteristics	4.152	0.617
Organizational culture	4.083	0.657
Total	4.138	0.564

From table 2, employment condition had the highest level. For other factors (Job characteristics, communication, working relationship, organizational culture, and compensation), they are at high level.

**Table 3** Mean ( $\bar{x}$ ) Standard Deviation (S.D) of Happiness in Workplace

Dependent Variable	$\bar{X}$	S.D.
Workplace Happiness	4.119	0.576

From table 3, employees in express international shipping service providers had high level of happiness in workplace.

**Table 4** Multiple Linear Regression Analysis of Factors Affecting Happiness in Workplace

Factors	$b_i$	p-value
Constant	0.543	0.000**
Employment condition	0.111	0.007**
Compensation	0.090	0.020*

Communication	0.135	0.002**
Working relationship	0.136	0.001**
Job characteristics	0.207	0.000**
Organizational culture	0.187	0.000**

\* p < 0.05    \*\* p < 0.01

From table 4, it found that F equal 163.047 and p-value less than 0.01, therefore there is at least one factor could influence the workplace happiness. The results indicated that work characteristics, organizational culture, working relationship, communication, and employment condition could affect the workplace happiness at statistically significant level of 0.01. In addition, compensation could affect the workplace happiness at statistically significant level of 0.05. All independent variables could explain the variation of workplace happiness at 72.1 percent.

## Recommendation

### *Recommendation for the company*

The company should improve the employment condition, including compensation by creating the communication system to ensure employees can reach the information. In addition, the company should create good working relationship by incorporating with organizational culture to make employees feel happy in the workplace.

### *Recommendation for future research*

Qualitative methodology should be conducted to have in-depth understanding of related variables that could influence the happiness in workplace.

## Reference

- Argyle, M., Martin, M. & Crossland, J. (1989). Happiness as a function of personality and social encounters. In J.P. Forgas & J.M. Innes (Eds.). *Recent advance in social psychology: An international perspective*. Amsterdam: North Holland.
- Argyle, M. & Lu, L. (1990). The Happiness of Extroverts. *Personality and Individual Differences*. 11, 1011-17.
- Bradburn, N. (1969). *The Structure of Psychological Well-being*. Chicago: Aldine.
- Ghasemi, M. (2001). *QWL effect on labor productivity*. Unpublished MS Thesis, Tehran University. Tehran.
- Maenapothi, R. (2007). Happiness in the Workplace Indicator. Master's Thesis. Human Resource Development. National Institute of Development Administration
- Veenhoven, R. (1988). The utility of happiness. *Social indicators Research*. 20, 254-333.