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# THE ANTECEDENTS OF HAPPINESS AT WORK AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG STAFF IN PUBLIC HIGHER EDUCATION INSTITUTIONS IN THAILAND

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## Abstract

The objectives of this research were 1) to investigate general condition of transformational leadership, practice according to the Sufficiency Economy Philosophy, happiness at work, and organizational citizenship behaviors, and 2) to construct a causal relationship model of the antecedents of happiness at work and the effect on organizational citizenship behaviors of staff in public higher education institutions in Thailand. An online questionnaire was used as a research instrument for collecting data from the sample of 400 staff in Thailand's public higher education institutions. Data were then analyzed by using AMOS Structural Equation Modeling program. The results indicated that transformational leadership and practice according to the Sufficiency Economy Philosophy had a positive influence on the sample's happiness at work. In addition, harmony values of the model were at a good level. This implied that a causal relationship model of the antecedents of happiness at work and the effect on organizational citizenship behaviors of staff in public higher education institutions in Thailand was harmonious with empirical data.

**Keywords:** Antecedents, Happiness at Work, Transformational Leadership, Sufficiency Economy Philosophy Practice, Organizational Citizenship Behaviors

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## Introduction

According to a core principle of national development during the 12<sup>th</sup> National Economic and Social Development Plan, a human-centered sustainable development is emphasized by complying with the Sufficiency Economy Philosophy with the 20-year national strategy as a framework for Thailand to be a stable, prosperous, and sustainable country established with the philosophy of sufficiency economy. Adopting the philosophy of sufficiency economy as a guide for the country's development focuses on creating a society where people can live together happily with equality, fairness, and immunity to change. The concept of a sustainable happy society is in line with the concept of sustainable development, which is a concept that focuses on development with a holistic balance in every aspect based on available natural resources and Thai wisdom and culture; participation of all parties; generosity; mutual respect; to create equality in self-reliance in the present and future. A focus on improving the quality of the labor force's working life, which is a large proportion in the country, plays an important role in creating a sustainable society of happiness (Office of the National Economic and Social Development Board, 2019).

However, due to technology breakthroughs and inventions, Thailand is moving toward a digital economy as a result of rapid economic and social changes brought on by the development trend. This affects individuals at all levels of society, from the individual to the national level. This makes economic development approaches aim at capitalist economic growth to satisfy individuals and only a few groups of people. However, such prosperity lacks consideration of moral and ethical principles and creates unnecessary spending needs and imbalance in people's economic life, which result in a huge impact on the economy and society. The problems affect the confidence of people and consumers in the stability of the economy. Life and assets, which is a major cause of the decline in people's happiness in life and work that hinders sustainable development (Sudsakorn, 2017). For this reason, both public and private organizations are now paying more attention to each individual aspect, which is the "happiness at work" of members of the organization. Even at the World Government Summit in Dubai, there was a discussion on public policy and the promotion of happiness at work to increase the country's competitiveness by creating and assessing happiness at work frequently, providing welfare and a good workplace, and defining job descriptions to enhance happiness at work (Kjerulf, 2017). Therefore, creating happiness at work is an important factor for smooth organizational management (Aphaiphak, 2020). Reducing stress and conflict in the organization for people to be motivated to work their best makes the organization progress and develop with efficiency and effectiveness (Oswald et al., 2015). Therefore, happiness at work is a factor that promotes organizational progress.

Happiness at work can be caused by many factors. The literature review found that the causal factor that contributes to happiness at work is transformational leadership (Li et al., 2019). This is a process that creates a change in working style, thinking process, the attitude of all organizational members, a bond of members in the organization and leads to a feeling of satisfaction at work (Elmi et al., 2020) and happiness at work eventually (Nimkerdphol, 2015). Moreover, happiness at work also depends on individual behavior, especially the practice of the philosophy of a sufficiency economy. Phanthasen (2008) explained that the sufficiency economy is a philosophy that indicates the way of economic life and people's behavior at all levels to proceed in a middle way, especially in economic development; to keep pace with the globalization era by focusing on morality, honesty and appropriate knowledge; to live life with patience and perseverance; to be balanced and ready to support the changes in today's world society. These practices will lead to happiness at work (Thurisut & Nakakul, 2013). Therefore, happiness is a product of a sufficiency economy, which results in people's behavior and will to work for an organization with a good attitude (Kaewchua, 2017). Thus, happiness at work is a factor influencing organizational citizenship behavior (Sabir et al., 2019).

In conclusion, there are causal factors that affect happiness at work, namely transformational leadership, practice according to the Sufficiency Economy Philosophy, and organizational citizenship behavior. The researcher would call all these variables the antecedent of happiness at work, which refers to a variable or something that happened before and is an important condition that contributes to happiness at work. This study focuses on the happiness at work of staff in public higher education institutions who are the main personnel contracted by the government to replace retired civil servants according to the policy of changing the status to become an "Autonomous University" that aims to increase efficiency in personnel management. However, because the status of staff is different from civil servants, some staff are worried about welfare and security (Pimthong, 2013). Especially, the current decrease in the number of students further exacerbates the career insecurity of staff. Therefore, this study will help determine the general condition of staff towards happiness at work and factors contributing to the happiness at work of staff as a guideline to improve the quality of working life for staff and to increase the efficiency of work that will continue to meet the aspirations of the university in providing quality education.

### **Objectives**

- 1) To investigate general condition of transformational leadership, practice according to the Sufficiency Economy Philosophy, happiness at work, and organizational citizenship behaviors of staff in public higher education institutions in Thailand.
- 2) To construct a causal relationship model of the antecedents of happiness at work and the effect on organizational citizenship behaviors of staff in public higher education institutions in Thailand.

### **Research Method**

The researcher conducted the research from June to October 2021 using a quantitative-driven research approach that focuses on numerical data or data that can measure every concept or variable as a number, which would be used as evidence confirming findings and conclusions (Prasitratasin, 2012) as follows.

### **Population and Sampling**

This research aimed to study staff of public and autonomous universities in Thailand by using a multi-stage sampling method. The random unit of higher education institutions was sampled using a simple sampling. The analytical unit was sampled using purposive sampling from national budget type's academic staff, which was the main group that drives higher education institutions with a long-term contract to reduce the influence of career insecurity that may be a complication variable in the analysis. The sample size was determined based on the Structural Equation Model (SEM) analysis technique, which provided a basic rule that the sample units should be at least 20 times the component variables (Hair et al., 2010). There were 17 variables in this study, so at least 340 suitable samples were required. Also, to have a sufficient number of samples and more than the minimum sample size that can be used for analysis using the Structural Equation Model (SEM) technique, the researcher, therefore, determined the sample size of 400 samples.

### **Research Tool**

The tool for this research was an online questionnaire. It consisted of a measure of 1 external latent variable that is transformational leadership; and 4 internal latent variables, including (a) practice according to the sufficiency economy philosophy, (b) happiness at work, and (c) organizational citizenship behavior. The researcher reviewed the previous literature to find a true definition that specifies the elements of each variable and an operating definition which is a list of statements or questions used to collect data from the target population. The researcher compiled, developed, and improved the knowledge from the literature review to create lists or questions for data collection according to the conceptual framework of the study. The items or

questions which were the measures used for data collection consisted of: (a) objective measures representing the frequency level of behavior using a 5 level rating scale from the most frequent level = 5 to the least frequent level = 1. (b) subjective measures-text items or questions that allow the sample group to express their opinions on the text message using the Likert scale; where 5 score is for the most agree on the item, 1 score is for the least agree on the item, and the other scores are given by respondents' opinions.

Then, the researcher proposed the questionnaire to 3 qualified experts to verify the validity of the content and compliance with research objectives. It was found that the questionnaire's index of conformity (IOC) was 0.67-1.00, which satisfied the IOC criterion  $> .60$  (Wanichbancha, 2017). Then, the questionnaire was used to try out to find the reliability of the questionnaire using Cronbach's alpha coefficient. It was found that the reliability coefficients of the 4 measures, which were rated measures with possible values from 1 to 5, were between .643-.944, and were considered quite high reliability (Prasithrathsint, 2012).

### **Data Collection**

Once the researcher had verified the validity and reliability of the questionnaire, an online questionnaire was prepared. The researcher requested consent from the research subjects to answer the online questionnaire, which the respondents must be anonymous. The researcher then proceeded to send the link and QR code of the online questionnaire through the staff network and the researcher's personal relationship with professors who were the targeted staff for assistance to forward the required number of questionnaires. However, due to the epidemic situation of the Covid-19 virus, the required number of data collection questionnaires from universities in random units was increased by 50 percent per university. The total number of the requested questionnaires was 600 copies, and 472 of them were returned (78.67%). Out of the returned questionnaires, 400 most completed questionnaires were selected for use in data analysis. This number corresponded to the sample size criterion in the Structural Equation Model (SEM) analysis (Hair et al., 2010).

### **Data Analysis**

With the collected data, the researcher verified the completeness of the answer list. The data then be coded and saved as computer files to be processed using a ready-made computer program. After that, the obtained results were used for analysis using the following statistics. 1) Univariate Statistical Analysis was used to analyze general conditions and the distribution of the data, including frequency, percentage, mean, standard deviation, skewness, and kurtosis. 2) Multivariate Statistical Analysis was used to test research hypotheses with Structural Equation Modeling (SEM) analysis using AMOS program version 18. The researcher predefined the structural equation from the literature review, so structural equation analysis was a combination method of (1) Confirmatory Factor Analysis (CFA) and (2) Path Analysis. The results were summarized as a statistical model.

### **Research Finding**

The following section presents the findings according to the research objectives and hypotheses. The result of the first part of the research was to answer the 1st objective-to study the general condition of the variables used in the analysis. The result of the following part was to answer the 2nd objective-to develop a causal relationship model using Structural Equation Modeling (SEM) analysis techniques; which had important conditions that require variables used in the analysis to have a normal distribution, and all independent variables must be independent of each other. Therefore, the researcher examined the distribution of descriptive statistics before the structural equation modeling analysis (SEM) and examined the multicollinearity between the independent variables by examining the correlation problem of the independent variables in the model as follows.

**The general state of transformational leadership, practice according to the sufficiency economy philosophy for happiness at work and organizational citizenship behavior of staff in public higher education institutions in Thailand**

The results of this research presented the level of opinions and behaviors of the sample staff in the study towards the variables used in the analysis, including transformational leadership and practice according to the Sufficiency Economy Philosophy, which were antecedents of happiness at work that refer to variables or something that happened before and are an important condition that contributes to the happiness at work and good organization citizenship behavior as shown in Table 1.

From Table 1, it was found that most sample groups' opinions towards the transformational leadership was the ideal influence aspect, followed by the individuality aspect. In terms of the practice according to the Sufficiency Economy Philosophy, it was found that morality was the most practiced, followed by rationality. In terms of happiness at work, it was found that satisfaction at work reflected happiness at work the most, followed by the expression of enthusiasm at work. In terms of organizational citizenship behavior, it was found that the sample staff had a behavior of respect for the rights of others and sportsmanship in a similar proportion, followed by the behavior of assistance to other organizational members. However, when considering the overall picture, it was found that all empirical variables in the study were slightly different in each aspect. The data was not found to be too concentrated in either group. Also, the kurtosis, skewness, and the ratio between the kurtosis and skewness per standard error were within the acceptable criteria. This could be considered from all observable variables; where the distribution of skewness was between -0.630 to -0.084 (less than 3.0); while the distribution of kurtosis was between -0.539 to 0.400 (less than 7.0) (Kline, 2011). It was concluded that the data were normally distributed and satisfied the conditions of structural equation modeling analysis (Schumacker & Lomax, 2010).

The multicollinearity analysis between independent variables was conducted in the casual relationship model of antecedents of happiness at work and the effects on organizational citizenship behavior of staff in public higher education institutions in Thailand. There were 17 observed variables with a correlation coefficient of 0.115-0.797, which was positive and did not exceed 0.80. This indicated that the independent variables were independent of each other or not very correlated. In addition, the analysis result of Variance Inflation Factor (VIF) was 1.765-5.147, which according to the criteria must not exceed 10. Also, the Tolerance value of all independent variables was 0.194-0.567, which according to the criteria must be greater than 0.1. It was concluded that all independent variables were independent of each other (Hair et al., 2010). This indicated that the collected data was suitable for structural equation modeling analysis.

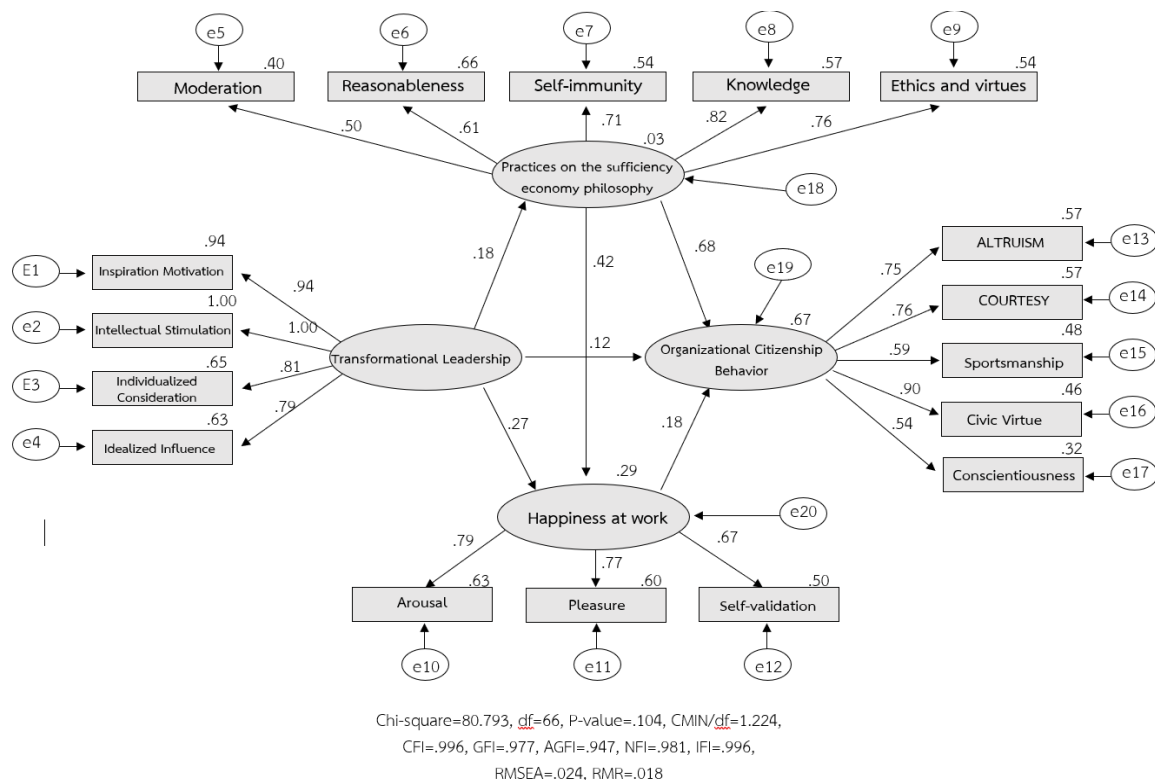
**Table 1** General conditions of transformational leadership, practice according to the sufficiency economy philosophy for happiness at work and organizational citizenship behavior

Latent variables	Empirical variables	Mean	Standard Deviation	Actual minimum value (minimum value of the measure)	Actual maximum value (maximum value of the measure)	Skewness (standard error)	Kurtosis (standard error)
Transformational leadership	- Motivation encouragement	3.36	0.96	1.00 (1)	5.00 (5)	-0.198 (0.122)	-0.311 (0.243)
	- Intellectual stimulation	3.34	1.01	1.00 (1)	5.00 (5)	-0.520 (0.122)	-0.282 (0.243)
	- Consideration of individuality	3.40	0.98	1.00 (1)	5.00 (5)	-0.490 (0.122)	-0.368 (0.243)
	- Ideal influence	3.47	1.06	1.00 (1)	5.00 (5)	-0.630 (0.122)	-0.363 (0.243)
	- Modesty aspect	3.88	0.64	1.75 (1)	5.00 (5)	-0.381 (0.122)	0.360 (0.243)
Practice according to the Sufficiency Economy Philosophy	- Rationality aspect	4.17	0.55	2.00 (1)	5.00 (5)	-0.327 (0.122)	0.395 (0.243)
	- Good immunity aspect	4.03	0.60	2.00 (1)	5.00 (5)	-0.317 (0.122)	0.062 (0.243)
	- Knowledge condition aspect	4.11	0.58	2.25 (1)	5.00 (5)	-0.130 (0.122)	-0.377 (0.243)
	- Moral condition aspect	4.30	0.54	2.25 (1)	5.00 (5)	-0.469 (0.122)	0.067 (0.243)
	- Passion at work	3.59	0.78	1.00 (1)	5.00 (5)	-0.366 (0.122)	0.283 (0.243)
Happiness at work	- Satisfaction at work	3.87	0.70	1.25 (1)	5.00 (5)	-0.401 (0.122)	0.400 (0.243)
	- Enthusiasm at work	3.62	0.80	1.00 (1)	5.00 (5)	-0.216 (0.122)	-0.177 (0.243)

Latent variables	Empirical variables	Mean	Standard Deviation	Actual minimum value (minimum value of the measure)	Actual maximum value (maximum value of the measure)	Skewness (standard error)	Kurtosis (standard error)
Organizational citizenship behavior	- Behavior of assistance	4.10	0.56	2.50 (1)	5.00 (5)	-0.084 (0.122)	-0.346 (0.243)
	- Behavior of respect for the rights of others	4.12	0.57	2.0 (1)	5.00 (5)	-0.309 (0.122)	-0.015 (0.243)
	- Behavior of sportsmanship	4.11	0.53	2.75 (1)	5.00 (5)	0.082 (0.122)	-0.494 (0.243)
	- Behavior of cooperation	3.74	0.75	1.50 (1)	5.00 (5)	-0.370 (0.122)	0.308 (0.243)
	- Behavior of duty awareness	4.05	0.63	2.50 (1)	5.00 (5)	-0.169 (0.122)	-0.539 (0.243)

### The development of a causal relationship model for the antecedents of happiness at work and the effect on organizational citizenship behavior of staff in public higher education institutions in Thailand

This section presented the results of the analysis and modeling of the causal relationship of antecedents of happiness at work and the effects on organizational citizenship behavior of staff in public higher education institutions in Thailand. This was also a test of the research hypothesis by developing a causal relationship model of antecedents of happiness at work and the effect on organizational citizenship behavior of staff in public higher education institutions in Thailand. Then, the coherence of the model with the empirical data was checked for the first time. It was found that the causal relationship model of antecedents of happiness at work and the effect on organizational citizenship behavior of staff in the public higher education institutions in Thailand developed by the researcher was inconsistent with the empirical data. Therefore, the researcher adjusted the model by considering the theoretical possibility and relying on the index to adjust the model. The obtained model was then found to be consistent with the empirical data as shown in Figure 1.



**Figure 1** A causal relationship model of antecedents of happiness at work and the effect of organizational citizenship behavior of staff in public higher education institutions in Thailand

From Figure 1, the adjusted and remodeled causal relationship model of antecedents of happiness at work and the effect on organizational citizenship behavior of staff in public higher education institutions in Thailand as shown in Figure 1 by Modification Indices linking variables that are harmoniously consistent with empirical data. This could be determined by a chi-square statistic that differs from zero with no statistical significance ( $\chi^2 = 80.793$ ,  $df = 66$ ,  $\chi^2/df = 1.224$ ,  $P\text{-value} = .104$ ). The ratio between the chi-squared value and the degree of freedom was 1.101 (less than 2). The comparative fit index (CFI) was .996, and the goodness of fit index (GFI) was .977 (greater than .95). Meanwhile, the root mean square residual (RMR) was .018, and the root mean square error of approximation (RMSEA) was .024 (less than .05). It indicated that the causal relationship model equation of the antecedents of happiness at work



and the effect on organizational citizenship behavior of staff in public higher education institutions in Thailand was consistent with the conditional empirical data at the statistical acceptance level (Byrne, 2010; Hair et al., 2010). Also, it showed that the model in this measurement had validity. The summary of the influence test results was as shown in Table 2.

**Table 2** Results of the path coefficient test of the causal relationship model of antecedents of happiness at work and the effect on organizational citizenship behavior of staff in public higher education institutions in Thailand

Variables (Relationship direction)			$\lambda$	SE.	t-value	p-value	R <sup>2</sup>
Transformational leadership	→	Practice according to the Sufficiency Economy Philosophy	0.18	0.02	3.272	0.001*	3.3%
Transformational leadership	→	Happiness at work	0.27	0.04	4.806	0.000**	29.1%
Practice according to the Sufficiency Economy Philosophy	→	Happiness at work	0.42	0.10	6.683	0.000**	29.1%
Practice according to the Sufficiency Economy Philosophy	→	Organizational citizenship behavior	0.68	0.09	8.541	0.000**	67.0%
Happiness at work	→	Organizational citizenship behavior	0.18	0.04	2.909	0.004*	67.0%
Transformational leadership	→	Organizational citizenship behavior	0.12	0.02	2.622	0.009*	67.0%

\*\* Statistically significant at 0.001 5.

\* Statistically significant at 0.01

Table 2 showed the path coefficient test results of the causal relationship model of antecedents of happiness at work and the effect on organizational citizenship behavior of staff in public higher education institutions in Thailand as follows.

1) Transformational leadership had a direct positive influence on the practice according to the Sufficiency Economy Philosophy. The regression coefficient was 0.18. The deviation was 0.02. The t-value was 3.272. The p-value = 0.001 < 0.01. Therefore, transformational leadership had a positive direct influence on the practice according to the Sufficiency Economy Philosophy. The influence on the casual structural equation was described by 3.3% with a statistical significance of 0.01.

2) Transformational leadership had a direct positive influence on happiness at work. The regression coefficient was 0.27. The deviation was 0.04. The t-value was 4.806. The P-value = 0.000 < 0.001. Therefore, transformational leadership had a positive direct influence on happiness at work. The influence on the casual structural equation was described by 29.1% with a statistical significance of 0.001.

3) Practice according to the Sufficiency Economy Philosophy had a positive direct influence on the happiness at work. The regression coefficient was 0.42. The deviation was 0.10. The t-value was 6.683. The P-value = 0.000 < 0.001. Therefore, practice according to the Sufficiency Economy Philosophy had a positive direct influence on happiness at work. The influence on the casual structural equation was described by 29.1% with a statistical significance of 0.001.

4) Practice according to the Sufficiency Economy Philosophy had a positive direct influence on the organizational citizenship behavior of staff in public higher education institutions in Thailand. The regression coefficient was 0.68. The deviation was 0.09. The t-value was 8.541. The P-value =  $0.000 < 0.001$ . Therefore, practice according to the Sufficiency Economy Philosophy had a positive direct influence on the organizational citizenship behavior. The influence on the casual structure equation was described by 67.00% with a statistical significance of 0.001. Also, the practice according to the Sufficiency Economy Philosophy had a positive indirect influence on organizational citizenship behavior through happiness at work at a total regression coefficient of 0.08 ( $0.42 \times 0.18$ ).

5) Happiness at work had a positive direct influence on organizational citizenship behavior. The regression coefficient was 0.18. The deviation was 0.04. The t-value was 2.909. The P-value =  $0.004 < 0.01$ . Therefore, happiness at work had a positive direct influence on organizational citizenship behavior at 67.00% with a statistical significance of 0.01.

6) Transformational leadership had a positive direct influence on organizational citizenship behavior of staff in public higher education institutions in Thailand. The regression coefficient was 0.12. The deviation was 0.02. The t-value was 2.622. The P-value =  $0.009 < 0.01$ . Therefore, transformational leadership had a direct positive influence on organizational citizenship behavior of staff in public higher education institutions in Thailand. The influence on the causal structural equation was described by 67.00% with a statistical significance of 0.01. In addition, transformational leadership was found to have a positive indirect influence on organizational citizenship behavior of staff in public higher education institutions in Thailand through the practice according to the Sufficiency Economy Philosophy at a total regression coefficient of 0.12 ( $0.18 \times 0.68$ ). Also, the transformational leadership had a positive indirect influence on organizational citizenship behavior of staff in public higher education institutions in Thailand through happiness at work at a total regression coefficients of 0.05 ( $0.27 \times 0.18$ ). 3.3). Transformational leadership had a positive indirect influence on happiness at work through the practice according to the Sufficiency Economy Philosophy at a total regression coefficient of 0.08 ( $0.18 \times 0.42$ ).

## Discussion & Conclusion

### **Transformational leadership, practice according to the Sufficiency Economy Philosophy and happiness at work affected organizational citizenship behavior of staff in public higher education institutions in Thailand**

The influence from a good transformational leadership allowed the staff to be motivated to work and be stimulated for intellectual development, which led to organizational citizenship behavior (Asgari et al., 2008; Ngadiman & Ratmawati, 2013). In addition, having a leader with positive transformational leadership would encourage the happiness at work among the staff (Elmi

et al., 2020). Having such leader could respond to the employees' income, social and psychological needs. This positive feeling at work resulted in a satisfaction at work, and continually affected good relationships with colleagues and the organization leading to organizational citizenship behavior (Kaewchua, 2017). The outcomes expressed in the form of cooperation, assistance, and generosity towards colleagues, the patience to endure problems, as well as working with determination for the common good of the organization mainly (Chaiprasit & Santidhirakul, 2011).

Meanwhile, the practice according to the Sufficiency Economy Philosophy affected organizational citizenship behavior. This might be due to the fact that staff practice according to the sufficiency economy philosophy by holding on to and behaving in moderation and sufficiency with reasonableness and good immunity as a lifestyle based on the principle of the middle way, as well as using knowledge and virtue as the basis for living and maintaining

wisdom and perseverance (Israngkun Na Ayudhya, 2019). This would directly lead to behavior and conduct as a good citizen of the organization. The idea was in line with Kusumawalee (2008) who said that applying the Sufficiency Economy Philosophy to human resource management within the organization helps promote good behavior of people in working society and sustainable growth of the organization. Therefore, adhering to the principle of “enough to eat, enough to live with, enough to satisfy” would lead to good physical and mental health without thinking of hurting or taking advantage of others, and being a good organizational citizenship.

Staff who practice according to the sufficiency economy philosophy was beneficial in terms of personal economic, to live with sufficiency with no oppression, no debt, no burden on themselves and their family, which brought happiness at work and personal life (Thurisut & Nakakul, 2013). Also, the philosophy of sufficiency economy influenced behavior on a middle path based on honesty, no encroaching on others, wisdom, reasonableness, which leads to consciousness, knowledge, prudence, knowledge, love, unity, kindness and generosity. When able to practice, it would make staff good organizational and social citizens (Tantivejkul, 2012).

In addition to direct effect on organizational citizenship behavior, the practicing according to the philosophy of sufficiency economy also indirectly affect the happiness at work. Staff who live appropriate working life by their status with rational and moderate working life would be able to control and use income appropriately. Having good immunity would help to take care of oneself physically and mentally (Dulyawathit & Kongkaew, 2020). This practice would bring happiness in life, good quality of work life and happiness at work. People with happiness at work would be willing to help colleagues, collaborate with organizations according to the duties, and strive to act nicely in response to colleagues and the organization willingly for the common good. This included showing patience and tolerance and being ready to deal with disappointment, tension, various pressures or situations very well (Byrne & Chegin, 2009).

At the same time, staff with happiness at work had cheerful hearts and being ready to share to increase their happiness, therefore, were ready to be a valuable and important resource for the organization, felt a good relationship among colleagues, be more motivated to work, and knew how to provide benefits to themselves, their families, organizations and communities. Staff with happiness at work shall be determined to work hard as a positive effect on the productivity of the organization.

### **Transformational leadership and practice according to the Sufficiency Economy Philosophy affected the happiness at work of staff in public higher education institutions in Thailand**

This might be because transformational leadership is the art of persuading people to abide by the collective agreement between the leader and practitioners willingly, especially for the transformational leaders who can drive teamwork, intelligent problem solving, encouraging good life goals, building enthusiasm at work and motivating employees to willingly work for the public willingly, enhancing employees' passion and happiness at work (Semedo et al., 2019) to drive creativity at work and be responsible for both oneself and society.

Meanwhile, the practice according to the sufficiency economy philosophy also affected happiness at work as well (Kaewmanee et al., 2015). This may be because the sufficiency economy philosophy can be implemented for living and economic development at both individual and organizational levels by everyone. Performing duties with diligence, attention to detail, knowledge, prudence, patience affected the working efficiency (Chaitap, 2013), including the use of resources economically, knowing the values, working according to the rules, regulations, integrity, transparency, good conscience for oneself and the organization, compassion, compromise, respecting common interest, aiming to create happiness by self-

reliance based on knowledge and virtue to lead oneself to sufficiency and create happiness at work.

Therefore, staff who practice according to the sufficiency economy philosophy would have a work-life balance, which is to work sufficiently or achieve the desired work; have expertise and intention to work with academic principles, intelligence, knowledge, virtue; have good immunity by planning and being prepared for the changes that will occur both from external changes, such as economic, social, technological and political changes, as well as internal changes both physically and mentally (Thurisut & Nakakul, 2013). These people would be ready to adapt to change, especially during the epidemic situation of the Covid-19 epidemic, which affected changes in work, new normal lifestyle and happiness at work at the present.

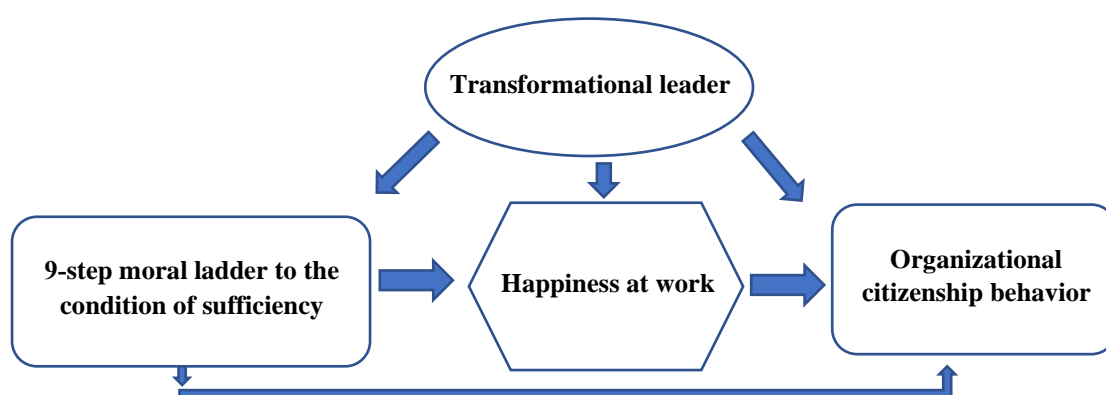
### **Transformational leadership affected the practice according to the Sufficiency Economy Philosophy**

This was because sufficiency economy is a concept and way of living on the middle path with rationality, moderation and good immunity, which required knowledge and morality. Thus, transformational leadership was a characteristic of a leader who has a more right influence on the actions of followers, that were staff, than others in the university. With the characteristics of transformational leadership that help followers to look beyond their interests for the vision and mission of the organization and inspire them through individual consideration; the staff became confident in themselves with self-reliant which is the beginning of the condition of morality. Intellectual stimulation would also help staff deal with their own obstacles and foster creativity with cause and effect, which was a condition of knowledge leading to the middle path, the way to sufficiency (Phanthasen, 2008).

Therefore, transformational leadership led followers to develop themselves to achieve their goals both economically and socially, which was self-reliance and live a sufficiency life. Then, it led to inducing followers to increase their interest in the common good by emphasizing on creating ideals through inspiration, interests and passion. Intellectual stimulation or learning to escape from ignorance or Awicha to escape from suffering and to seek happiness at work using the Dharma principle as an emotional support. Moral transformational leaders would set an example for their followers and introduce the changes in both intellectual and morality to the practice according to the sufficiency economy philosophy for staff in public higher education institutions in Thailand (Songcharoen, 2019; Thamtasananon, 2019).

### **Knowledge from Research**

This research resulted in a model of “well-being and happiness” that reflects the causes and effects of happiness at work as shown in Figure 2.



**Figure 2** “Well-Being and Happiness” Model

Figure 2 expanded the body of knowledge from empirical findings about the influence of transformational leadership that has a direct influence on the practice according to the sufficiency economy philosophy, happiness at work and organizational citizenship behavior. Meanwhile, the practice according to the sufficiency economy philosophy played an important role in terms of concept and behaviors influencing happiness at work, and also directly and indirectly affected organizational citizenship behavior. The happiness at work and good organizational citizenship behavior were important factors and conditions causing changes in the organizational citizenship behavior of staff in public higher education institutions in Thailand.

### **Suggestions for creating happiness at work and organizational citizenship behavior**

- 1) Executives must integrate creative changes with a culture of integration according to the sufficiency economy philosophy using the principle of “morality” to create a culture of coexistence and practice according to the sufficiency economy philosophy, and maintaining balance in the organization with sufficient management under the guidelines of moderation, immunity and reasonability. When these 3 links rings are crossed, the middle part is the sufficiency economy philosophy. Also, the sufficiency must be carried out with a 9-step moral ladder to sufficiency (enough to eat, enough to use, enough to live in, peace, merit, alms, collect, sell, network) to be life-leading moral principles for both economy and society.
- 2) Universities should take concrete actions to develop promote and support staff to be a smart, good and happy people. For example, focusing on building specialties and special skills to create acceptance for academic circles, providing appropriate welfare, understanding the difference between people, creating enthusiasm at work, creating a good atmosphere and workplace, making the workplace like a second home, organizing various activities that create love and unity, while eliminate conflicts at work in various fields.

### **Suggestions for further research**

- 1) In this research, the population was only academic staff, so the next research should study the population of supportive staff, which was a group that played an important role in supporting faculty and administration to drive the mission of higher education institutions.
- 2) This model should be tested for the model's invariance between different attributes of personnel and type of university to determine how this model can be applied in general to other samples or institutions.
- 3) From the research, there was an aspect in research that was worth studying-‘a study on work-life balance’, which might be an important condition that causes happiness at work.

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**Data Availability Statement:** The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

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