



A Causal Model of Relationship between Organizational Climate Influencing Happiness at Work and Organization Engagement

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Abstract

This research aimed to study the level of organizational climate, happiness at work, and organization engagement. It included research into the relationship between organizational climate and employee happiness and engagement, as well as the direct and indirect effects of organizational climate on employee happiness and engagement. A sample of 400 employees was used. The findings revealed the following: 1) Organizational Climate (OC) directly influencing Happiness at Work (HW) had an influence coefficient of 0.92 with a statistical significance level of 0.05. 2) Organizational Climate (OC) directly influencing Organization Engagement (OE) had the influence coefficient of 0.32 with the statistical significance at the level of 0.05 and indirectly influencing Organization Engagement (OE) through Happiness at Work (HW) had the influence coefficient of 0.59 with the statistical significance at the level of 0.05. 3) Happiness at Work (HW) directly influencing Organization Engagement (OE) had an influence coefficient of 0.64 with a statistical significance level of 0.05. 4) Organizational Climate (OC) could forecast 85 percent of Happiness at Work (HW). 5) Organizational Climate (OC) and Happiness at Work (HW) could jointly forecast 89 percent of Organization Engagement (OE).

Keywords:

Organizational Climate;
Happiness at Work;
Organization Engagement;
Organizational Atmosphere;
Employee Engagement.

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1- Introduction

Today, business competition is becoming more intense. Organizations have been affected in various dimensions, resulting in changes in the social and economic environment. The world is moving towards the era of the management of knowledge-based economy. Organizations must adapt and learn, as well as seek different ways to develop and improve themselves, to be able to compete and survive in the current situation. Overall, it is found that, at present, various organizations do not only compete with their domestic competitors but also with their international counterparts. Therefore, all organizations have to adjust their strategies, and most consider the internal factors their first priority. They constitute the controllable factors to enhance efficiency and effectiveness and to create competitive advantage, especially the "human resource" factor of the organizations. It is believed that the creation or development of "human resources" is similar to the development of an important part of an organization's costs called "human capital", leading to high "value creation" and forging a competitive advantage for the organization. Therefore, an organization is a social unit that unites human resources with the common aim of conducting activities and using the structuring process of those activities or tasks into different categories in order to distribute work among the members of the organization to achieve the set goals in the same organizational climate. Accordingly, the organizational climate is considered the most important variable for the success of an organization's business. An organization with a good organizational climate is able to adapt to changing conditions, survive in the midst of changes, and develop itself towards further progress. The organizational

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atmosphere is classified under the factors related to the working environment. It is one of the factors that creates happiness at work [1]. According to the research of Viriyapanich (2011) [2], the contribution of organizational climate to the happiness at work of the employees within an organization can be identified by encouraging them to regularly learn and develop themselves. Hence, the organizational climate that is conducive to the working of employees is one of the significant activities that leads to happiness at work as well. According to the study on the factors causing happiness at work, it reveals that rendering employees in an organization happy indicates good working conditions and performances, which are essential for the success of the organization. Chotivanich (2017) [3] found that organization engagement directly and indirectly affects happiness at work. The employees who are attached to the organization tend to stay longer and are more willing to perform their tasks to the best of their ability.

Chantarawongthong (2003) [4] found that the employees who are attached to their organization show personal expressions and feel more involved, resulting in bonding and leading to success in their work. Organization engagement is therefore the factor that demonstrates the secure success of the organization. The commitment of employees to the organization is in the interest of management because these feelings are clearly predictive factors of employee engagement and the success of the organization [5]. There are many reports and surveys mentioned about this relationship [6]. In addition, overall organizational climate influences the motivation of employees in achieving their career [7]. However; the survey revealed that the biggest hurdle was, most of the employees were not engaged to the organizations [6]. Therefore, it leads to the question – what kind of organizational atmosphere factors are the key drivers to employees' happiness and organization engagement?

Based on the background and significance mentioned above, it is important to study the causal model of relationship between organizational climate influencing happiness at work and organization engagement in order to learn the influences of the relationship. The findings will be applied to determine the direction, the policy, and the planning of human resource management and development that result in efficient and sustainable operations.

Research Objectives:

- Study the level of organizational climate, happiness at work, and organization engagement;
- Study the relationship between organizational climate affecting happiness at work, and organization engagement;
- Study the direct and indirect effects of organizational climate, happiness at work, and organization engagement.

Research Conceptual Framework:

This research defined the conceptual framework based on three important variables used in the study as follows:

- Independent variable is organizational climate according to Stringer (2002) consisting of (1) Structure (2) Standards (3) Responsibility (4) Recognition, and (5) Support.
- Mediator variable is happiness at work according to Manion (2003) [1] consisting of (1) Connection (2) Love of the work (3) Work achievement, and (4) Recognition.
- Dependent variable is organization engagement according to Steers and Porter (1983) [8] consisting of (1) Strong confidence and acceptance of goals (2) Willingness to put substantial effort for the organization, and (3) Strong desire to maintain membership in the organization.

From the conceptual review, the research conceptual framework can be illustrated as in Figure 1 as follows:



Figure 1. Research Conceptual Framework

2- Concepts, Theories, Related Literature and Research Hypothesis

2-1- Concepts and Theories Related to Organizational Climate

Organizational Climate (OC) is an important variable in the study of human organizations. It is the link between the visible aspects of the organization, such as its regulatory structure, leadership style, morale, employee behaviors, etc. Steers & Porter (1983) [8], and Litwin & Stringer (2002) [9] mentioned in their research that organizational climate is the sentiment of performing tasks on the visible aspects of the organization and will influence the behaviour and the employees' attitude. For the organizational climate, Stringer (2002) [10] proposed the composition as follows:

1. Structure (STR) does not refer only to its structure but also whether or not employees feel that their roles and responsibilities are clear. The structural factor is good if the employees feel that everyone's work is clear and not good if they are confused about the tasks they need to do and who is responsible for decisions made.
2. Standards (STA) cover employees' pride in their work, including the desire to raise the working standards. If the standard level is high, it means that the employees are constantly seeking ways and means to improve their work.
3. Responsibility (RES) reflects employees' feelings on whether or not they are able to work and take responsibility independently. In other words, being one's own boss, without having to wait for someone to double check the work or the decision that has been made. If the level of responsibility is high, it indicates that the employees feel that they are encouraged by the organization to solve problems on their own. But if the level is low, it means that self-determination or risk tolerance is low.
4. Recognition (REC) reflects whether the employees feel that the reward or compensation is appropriate or not for the job they do. If the recognition level is high, it means that the employees in the organization feel that there is a balance between the work done and the compensation received. However, when the employees feel that the compensation is not worth the work they have done, it will affect the motivation to continue working in the future. The compensation here does not mean only money.
5. Support (SUP) reflects the sense of trust and support within the group. The level of support is high if the employees feel that they are part of the team and that help is there if needed. This factor will directly affect the morale of the employees. If the employees are aware that their colleagues or supervisors are always ready to lend them support, they will be highly motivated to work.

2-2- Concepts and Theories Related to Happiness at Work

Happiness at Work (HW) is the feeling that arises within employees' mind in response to events that occur at work. The employees are happy at work, take pride in their work, work with good people, realize that their work is important as it is appreciated, take responsibility for their work, enjoy work and are happy at work, and feel encouraged and empowered to do their job. According to Manion [1], the composition of happiness at work had four aspects as follows:

1. *Connection (CON)* refers to the basic perception that creates the relationship among the employees in the workplace, where people come together to create a working society, enjoy amity with the colleagues they work with, cooperate with and support each other, interact in a friendly manner, build friendship in working with various employees, feel happy, as well as know that they are surrounded by colleagues who express love and goodwill for each other.
2. *Love of the Work (LOW)* refers to the perception of the feeling of love that is firmly attached to the work, recognition that people have a mission to accomplish their tasks, delight in the composition of work, enthusiasm, pleasure, enjoyment, desire to do their work willingly, happiness when working, and pride of being responsible for the work.
3. *Work Achievement (WAC)* refers to the recognition that one's performance has successfully achieved the set goals, with assignment to complete challenging tasks, ability to perform the tasks independently resulting in positive outcome, sentiment of being valuable in life, pride in development and changes to achieve success and progress and to move the organization forward.
4. *Recognition (RECO)* refers to the perception that employees win recognition and respect from their colleagues. The colleagues are aware of their work-related effort and they are recognized by their supervisors, earning good performance expectation and trust of colleagues, exchange of experiences with co-workers, as well as opportunity to use knowledge continually.

2-3- Concepts and Theories Related to Organization Engagement

Organization Engagement (OE) refers to the good feeling people have towards the organization. It is the feeling of firm attachment. This is manifested in the acceptance of the goals, objectives, corporate values and the positive attitude towards the organization, as well as readiness to devote physical and mental strength to the best of their ability. In accordance with the concept of Steers & Porter (1983) [8] which constituted the factors in the study of organization engagement. It described the characteristics of the organization engagement in three dimensions as follows:

1. Strong confidence and acceptance of the organizational goals and values (Confidence; CONF) constitute the trait of the employees who have positive attitude towards their organization, with true engagement to the values and goals of the organization, readiness to support the business of the organization, which is also their goal, with the *belief* that the organization is the best organization to work with, and are proud to be part of it.
2. Willingness to put substantial effort for the benefit of the organization (Willingness; WIL) is the trait in which the employees are willing to make sacrifices, make efforts to work to the best of their ability in order for the organization to achieve its goals, benefitting the organization, and are sincerely concerned about the organization.
3. Strong desire to maintain membership in the organization (Organization's Membership; OMS) is the manner in which the employees express their desire and intention to work in the organization until retirement, remain loyal to the organization, take pride in being members of the organization, are ready to tell others that they are the members of the organization, feel that they are part of the organization, as well as support and enhance the organization's performance.

Research Hypothesis:

- 1- *Organizational Climate affecting Happiness at Work;*
- 2- *Organizational Climate affecting Organization Engagement;*
- 3- *Happiness at Work affecting Organization Engagement;*
- 4- *Organizational Climate indirectly affecting Organization Engagement through Happiness at Work.*

3- Research Methodology

3-1- Population and Sample

In determining the sample size used in this research, since the data was analyzed with structural equation modeling, a large sample size was required. Pituh & Steven (2015) [11] stated that the sample unit-to-parameter ratio should be 20 samples per parameter. This research consisted of 15 parameters; therefore, there was an appropriate sample size of 300. In this context, in order to prevent the missing rate of the sample collection, the researcher planned to collect a total sample of 400 by using the method of Accidental Random Sampling with the employees at the operating level in public companies.

3-2- Analysis and Interpretation of the Data in this Study

In terms of analysis and interpretation of the data in this study, the researcher prescribed the guideline for data analysis and the use of relevant statistics as follows:

- 1- Descriptive statistics by using the Percentage to describe the general information of the respondents pertaining to personal data such as gender, age, educational level, income, length of service.
- 2- Descriptive Statistics by using the mean and standard deviation. In order to interpret the data, three parts of the questions included the questions on the change agents affecting the organization, the engagement, and the employees' good behaviour towards the organization in their work, with the five-rating scale questionnaire.
- 3- Inferential Statistics is the statistics that aims to study and describe the characteristics of the target population by collecting data from the population and conducting the confirmatory factor analysis, which is the confirmation analysis of the organization for each variable according to the structure of the concept or the theory studied prior to the effect analysis by using the structural equation model to study the direct and indirect effects of the variables, as well as reaching the common forecasting of the independent variables towards the dependent variables.

4- Research Results

Part 1. The Results of the Analysis of the Personal Data of the Employees in Public Companies:

The results of the analysis of the personal data of the sample of the employees at the operating level in public companies revealed that most or 217 were females, 195 were aged between 21- 30 years old, 217 were single, 270 earned B.A. degrees, 212 had 5-10 years of work experience, and 181 had a salary of 25,001 baht or more.

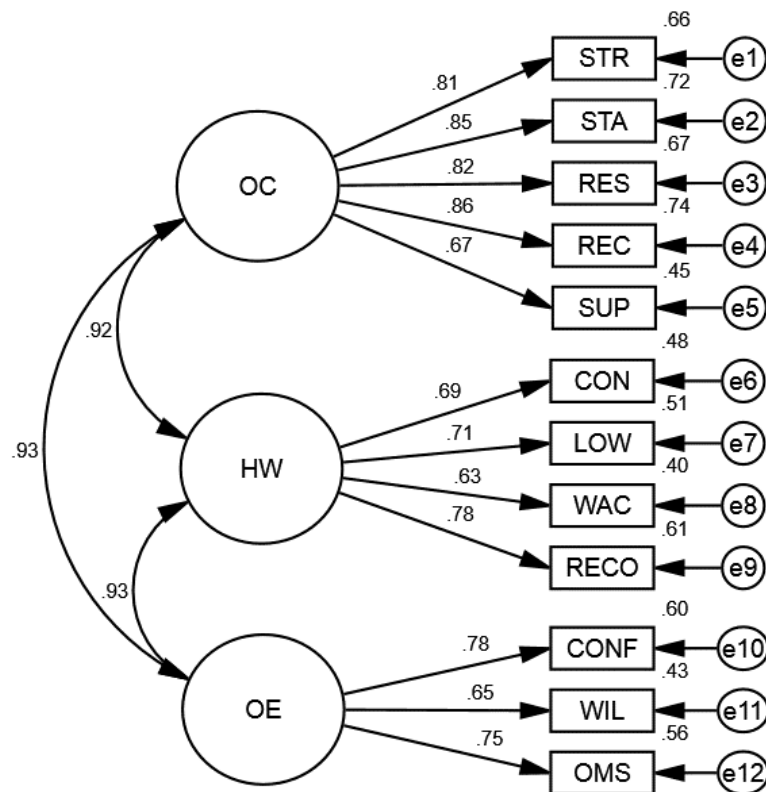
Part 2. The Results of the Data Analysis of the Organizational Climate Affecting Happiness at Work and Organization Engagement in Public Companies Revealed the Following:

- 1- Variables of Organizational Climate: The results of the data analysis revealed that the opinions on organizational climate overall were at a high level (\bar{X} = 4.40). The consideration of each aspect revealed that the opinions on organizational climate were at a high level namely structure (\bar{X} = 4.47), standards (\bar{X} = 4.41), responsibility (\bar{X} = 4.39), recognition (\bar{X} = 4.37), and support (\bar{X} = 4.36) respectively.

- 2- Variables of Happiness at Work: The results of the data analysis revealed that the opinions on happiness at work overall were at a high level ($\bar{X} = 4.48$). The consideration of each aspect revealed that the opinions on happiness at work were at the highest level namely connection ($\bar{X} = 4.54$), and work achievement ($\bar{X} = 4.51$). Whereas the opinions on happiness at work which were at a high level included recognition ($\bar{X} = 4.48$), and love of the work ($\bar{X} = 4.41$) respectively.
- 3- Variables of Organization Engagement: The results of the data analysis revealed that the opinions on organization engagement of employees at the operating level in public companies constituting the sample group found that the organization engagement overall was at a high level ($\bar{X} = 4.43$). The consideration of each aspect revealed that the opinions on organization engagement was at a high level namely strong confidence and acceptance of the organizational goals and values ($\bar{X} = 4.44$), willingness to put substantial effort for the benefit of the organization ($\bar{X} = 4.44$), and strong desire to maintain the organization's membership ($\bar{X} = 4.41$) respectively.

Part 3. The Results of the Study of the Organization Climate Influencing Happiness and Engagement:

The results of the study of the relationship between the organizational climate influencing happiness at work and organization engagement in public companies through the confirmatory factor analysis of the latent variables in the causal model of relationship between organizational climate influencing happiness at work and organization engagement in public companies found that every observed variable had the Factor Loading higher than .50, indicating that the model had the construct validity. However, since this model had Chi-square and Root Mean Square Error of Approximation (RMSEA) that did not appropriately meet the criteria, the confirmatory factor model had to be restructured. After the restructuring, the statistics obtained were within the acceptable criteria. The Chi-square had no statistical significance, the Goodness of Fit Index (GFI) was 0.982, the Comparative Fit Index (CFI) was 1.000, the Root Mean Square Error of Approximation (RMSEA) was 0.008, and the Root Mean Square Residual (RMR) was 0.003. In addition, the Factor Loading of all observed variables was high (> 0.30) and the t-value was high (> 1.96), all of which passed the specified criteria. The confirmatory factor model for the causal model of organizational climate influencing happiness at work and organization engagement in public companies is shown in Figure 2.



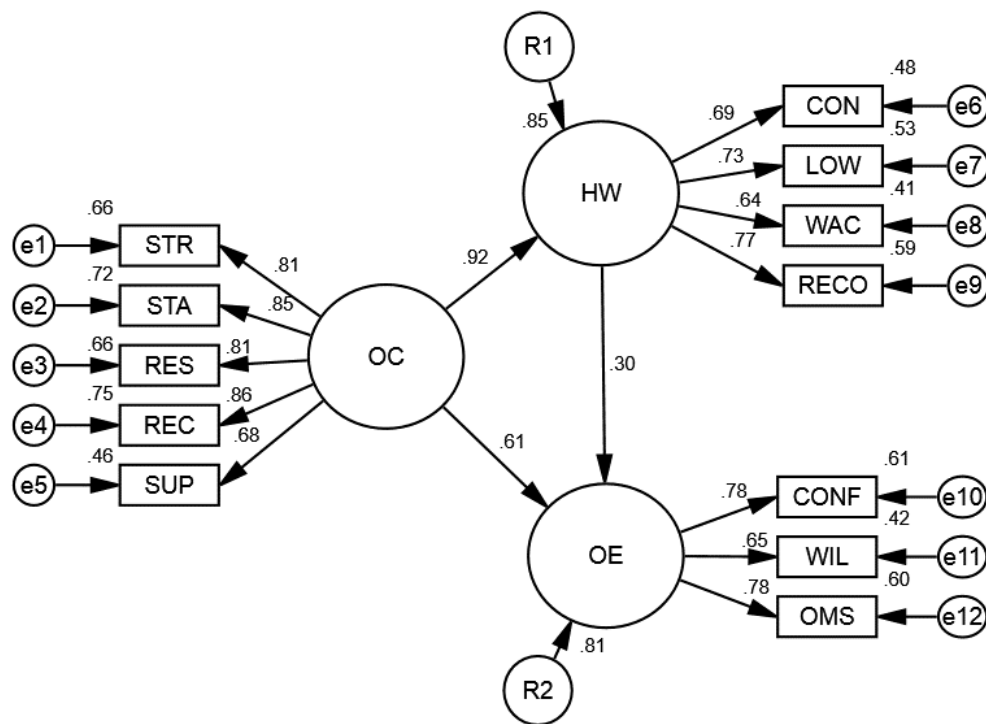
Chi-square = 44.130, df = 43, p = .424, CMIN/DF = 1.026,
RMSEA = .008, CFI = 1.000, GFI = .982, AGFI = .968, RMR = .003

Figure 2. Results of the confirmatory factor analysis to verify the Construct Validity of the latent variables in the model with the statistical package

Part 4. The Results of the Study of the Direct and Indirect Effects of Organizational Climate to Happiness and Engagement:

Regarding the results of the study of the direct and indirect effects of organizational climate on happiness at work and organization engagement in public companies, the researcher verified whether the developed structural equation model, based on the concepts and theories, was consistent with the empirical data. If found to be inconsistent, the modification model would be conducted to be consistent with the empirical data, by allowing the variance of the standard deviation of some pairs of the observed variables to be correlated until the adjust model was consistent with the empirical data, before considering the relationship trajectory of the model. The details are as follows.

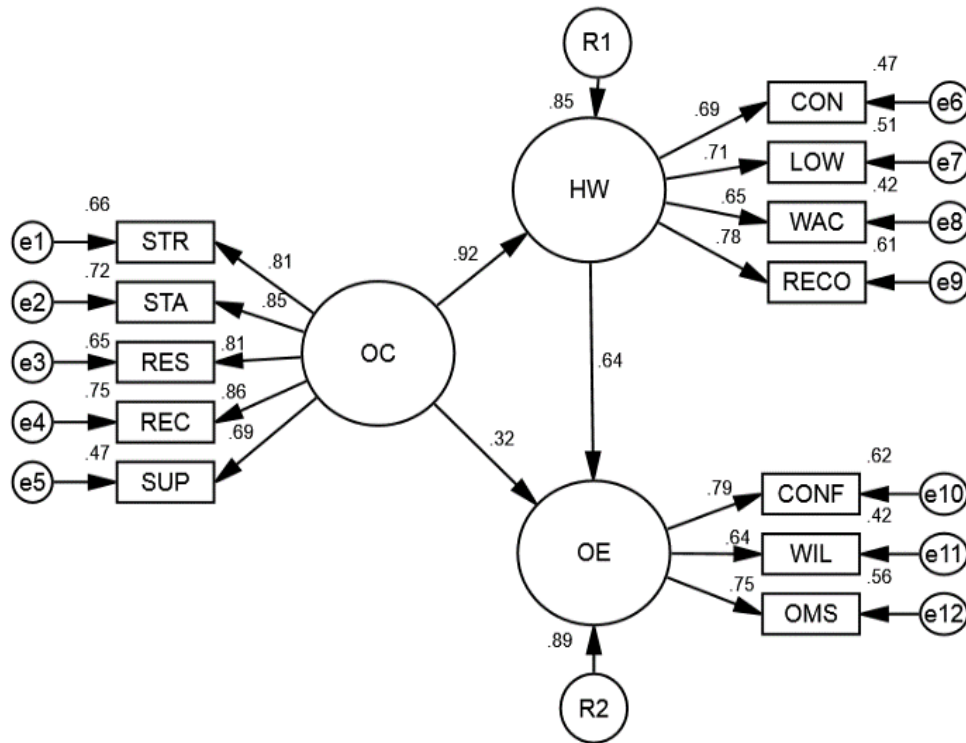
- 1- As for the results of the analysis of the causal structural equation model for the causal model of organizational climate influencing happiness at work and organization engagement in public companies, the researcher checked whether the hypothetical model, which was developed from related concepts and theories, was consistent with the empirical data. If the Fit Index was found to be inconsistent with the empirical data, the researcher would modify the model by considering the Modification Index taking into account the suitability and feasibility in terms of concepts and theories, as well as relevant research findings and the possibility of the discussions of research findings from modifying the model. The results of the goodness of Fit testing of the hypothetical model with the empirical data revealed that the hypothetical model was not consistent with the empirical data which was determined by the Fit Index: $\chi^2 = 172.796$, $df = 51$, $P\text{-value} = 0.000$. It did not meet the criteria because it was still statistically significant: $\chi^2/df = 3.388$ was higher than 3.00. The results of the analysis of the hypothetical model are shown in Figure 3.



Chi-square = 172.796 ,df = 51, p=.000, CMIN/DF =3.388

Figure 3. Model based on research hypothesis

- 2- As for the results of the Adjust Model, it was found that the model was consistent with the empirical data in the better direction by considering the theoretical possibilities and discussions, accompanying the Modification Index report. After modifying the model with the empirical data, it was found that the adjust model was congruent with the empirical data, which was determined by the fit index as follows: $\chi^2 = 56.057$, $df = 45$, $P\text{-value} = 0.125$, which met the criteria because there was no statistical significance [12]. The value χ^2/df was found to be 1.246 which was considered qualified because it was lower than 5.00 [13], $RMSEA = 0.025$ which was considered qualified because it was lower than 0.08 [14], $RMR = 0.003$ which passed the criteria because it was lower than 0.05 [15], $CFI = 0.996$ which passed the criteria because it was higher than 0.900, $GFI = 0.978$ which passed the criteria because it was higher than 0.900, and $AGFI = 0.961$ which passed the criteria because it was higher than 0.900 [13]. Due to the Goodness of Fit Index, it could be concluded that the adjust model was consistent with the empirical data and the parameter estimation in the model was acceptable. The results of the analysis are shown in Figure 4.



Chi-square = 56.057 ,df = 45, p=.125, CMIN/DF = 1.246,
RMSEA = .025, CFI = .996, GFI = .978, AGFI = .961, RMR = .003

Figure 4. Model based on research hypothesis after the Modification Model

The results of the parameter estimation of the direct effect, indirect effect, and total effect from the modified equation model are shown in Table 1 as follows:

Table 1. The results of the parameter estimation of the direct effect, indirect effect, and total effect from the modified equation model

Independent variables	Mediator variables/dependent variables					
	Happiness at Work (HW)			Organization Engagement (OE)		
				Happiness at Work (HW)		
	DDE	IIE	TTE	DDE	IE	TTE
Organizational Climate (OC)	0.92*	--	0.92*	0.32*	0.59*	0.91*
Happiness at Work (HW)	--	--	--	0.64*	-	0.64*

$X^2 = 56.057$, $df = 45$, $P\text{-value} = 0.125$, $X^2/df = 1.246$, $RMSEA = 0.025$, $RMR = 0.003$, $CFI = 0.996$, $GFI = 0.978$, $AGFI = 0.961$

*Statistical significance at the level of 0.05.

From Table 1 and Figure 3, it was found that the causal structural equation model for the causal model of organizational climate influencing happiness at work and organization engagement with the Adjust Model was consistent with the empirical data at the acceptable level, considering the Fit Index as follows: $X^2 = 56.057$, $df = 45$, $P\text{-value} = 0.125$, $X^2/df = 1.246$, $RMSEA = 0.025$, $RMR = 0.003$, $CFI = 0.996$, $GFI = 0.978$, $AGFI = 0.961$. The estimated values were found in the structural equation model as follows:

- 1- Organizational Climate (OC) directly affected Happiness in Work (HW) with the Path Coefficient of 0.92 and the statistical significance at the level of 0.05.
- 2- Organizational Climate (OC) directly affected Organization Engagement (OE) with the Path Coefficient of 0.32 and the statistical significance at the level of 0.05, and indirectly affected Organization Engagement (OE) through Happiness at Work (HW) with the Path Coefficient of 0.59 and the statistical significance at the level of 0.05.
- 3- Happiness at Work (HW) directly affected Organization Engagement (OE) with the Path Coefficient of .64 and the statistical significance at the level was .05.
- 4- Organizational Climate (OC) was able to predict Happiness at Work (HW) up to 85%.
- 5- Organizational Climate (OC) and Happiness at Work (HW) could jointly predict Organization Engagement (OE) up to 89 %.

5- Discussions

This research was the study of the “casual model of organizational climate influencing happiness at work and organization engagement” The researcher divided the discussions as follows:

The variables of the organizational climate of the employees at the operating level in public companies overall were at a high level. With consideration of each aspect, it was found that structure, standards, responsibility, recognition, and support were at a high level as well. This was in line with the concept of Litwin & Stringer (2002) [9], and Steers & Porter (1983) [8]. They argued that organizational climate was an important variable in the study of human organization. It was the link between the visible aspects of the organization such as its regulatory structure, leadership style, morale and employees' behaviour. Organizational climate was the feeling of performance against the visible nature of the organization which would influence the behaviour and the attitude of the employees.

The variables of the happiness at work revealed that happiness at work overall was at a high level. This was in line with the concept of Manion (2003) [1] who argued that happiness at work was the result of learning in response to creativity, leading to effective performance. When considering each aspect, it was found that happiness at work at the highest level consisted of two aspects, namely connection and work achievement, and at a high level, including recognition and love of the work. The dimension of happiness at work in Manion (2003) [1] consisted of (1) connection (2) love of the work, (3) work achievement, and (4) recognition.

The variables of the organization engagement overall were at a high level. When considering each aspect, it was found that all sub-variables of organization engagement were at a high level namely strong confidence, embracing the goals and values of the organization, willingness to put substantial effort for the benefit of the organization, and strong desire to maintain membership in the organization. This was in line with the concept of Steers & Porter (1983) [8] who proposed the idea that organization engagement constituted close and cohesive relationship of its members, showing behaviour consistent with the values and culture in the direction set by the organization as unity, as well as willingness to devote physical strength and mental determination to participate in the activities of the organization.

5-1- Hypothesis 1: Organizational Climate affected Happiness at Work

The hypothesis testing revealed that organizational climate affected happiness at work with statistical significance. This was in line with the concept of Hellrigele & Slocum (1974) [16] who viewed that all executives should pay attention to organizational climate because the Organizational Climate would enhance employees' satisfaction, ensure more efficient organization, and achieve the goals faster. Boontham (2015) [17] studied organizational climate, good organizational membership behaviour, and job satisfaction. A case study of the Sampran Riverside Hotel, Nakhon Pathom Province, revealed that organizational climate was correlated with job satisfaction at the level of 0.05, which reflected the happiness of employees at work. It was in accordance with the research of Saringkarn et al. (2018) [18], who studied organizational climate and quality of working life affecting employees' work efficiency and found that organizational climate and quality of working life affecting employees' work efficiency were at a high level. The organizational climate in terms of structure, standards, responsibility, and engagement also affected work efficiency as well as happiness at work.

5-2- Hypothesis 2: Organizational Climate affected Organization Engagement

The hypothesis testing revealed that organizational climate affected organization engagement with statistical significance. This was consistent with the concept of Litwin & Stringer (1968) [7], which defined organizational climate as the individual perception of the elements of the organizational environment, both directly and indirectly, according to individual expectations and motivations. Organizational climate was an important part of the connection between people and the environment until the bond with the organization was finally formed. It was also consistent with the research of Chupradist (2017) [19], who studied the causal relationship of organizational climate, good organizational membership behaviour, employees' engagement with the organizational efficiency of the service business and found that the variables of organizational climate directly affected good organizational membership behaviour and employees' engagement. It was also consistent with the research of Charutawephonnukoon et al. (2020) [20], who studied the factors affecting the organization engagement of the employees of SSK Logistics Co., Ltd. and found that the organizational climate, which consisted of the working environment, namely organizational structure, recognition, and relationships among colleagues, affected the organization engagement. This was in accordance with the research of Pensirinapa & Kerapong (2018) [21], who studied organizational climate and organization engagement and found that organizational climate overall was related to organization engagement.

5-3- Hypothesis 3: Happiness at Work affected Organization Engagement.

The hypothesis testing found that happiness at work affected organization engagement with statistical significance. It was in line with the concept of Vicker (2008) [22] who proposed the idea that work happiness came from accomplishing valuable work. It was therefore the perception of employees' attitude towards work or job satisfaction, living in work environment, including satisfaction with the job under their responsibility and work environment, self-

worth, pleasure to work, efforts to complete the task to achieve the goal, positive response to events that occur at work, admiration, happiness at work, resulting in the bond with the organization. This was consistent with the research of Tangpanthong (2017) [23] who studied the factors of happiness at work affecting organization engagement and found that the factor of happiness at work led to employees' love and bond with the organization and showed the dedication and willingness to work to generate benefits for the organization. This was in line with the research of Taithaisong (2018) [24] who studied happiness at work of the employees of True Distribution and Sales Co., Ltd., in the upper north-eastern region, and found that happiness at work came from the nature of the job, shared values of the organization, quality of working life, leadership, and relationships at work. These elements showed organization engagement. Kajarean (2015) [25] studied the relationship between happiness at work and organization engagement of the branch employees of Krung Thai Bank Public Company Limited and found that feeling had significant influence on the level of organization engagement as well. In addition, according to the research by Siriwong & Chinachoti (2018) [26], it was found that happiness at work, in terms of love of the work, was at the highest level, meaning that employees' happiness at work affected their organization engagement.

5-4- Hypothesis 4: Organizational Climate had indirect effect on Organization Engagement through Happiness at Work

The hypothesis testing found that organizational climate could predict happiness at work and organizational climate and happiness at work could jointly predict organization engagement as well. This was in accordance with the research of Na-Nan & Chalermthanakijkosol (2012) [27], who studied the causal model of the relationship of the factors influencing employees' organization engagement and work performance and found that organizational management, work experience, and individual attributes were indirectly affected through the variables of the employees' organization engagement. This was in line with the research of Tribusayarat & Kasai (2021) [28] who studied the factors affecting organization engagement of the employees belonging to generation Y in a luxury restaurant business in Bangkok and found that relationships with colleagues and working conditions were planned for work arrangement, work design, and work processes conducive to working together, as well as teamwork. These were considered essential components of organizational climate that influenced organization engagement. However, in considering the important variables that the two research papers presented above, organizational climate was the important variable, whether it was related to organizational management, work experience, individual characteristics, relationships with co-workers, and working conditions planned for work arrangement and design. Therefore, with effectiveness and efficiency, it indicated that there was happiness among the employees and indirectly influenced their organization engagement eventually.

6- Conclusions and Recommendations

This research was to study the factors affecting happiness at work and the organization engagement of the employees at the operating level in public companies. The research findings revealed that a good organizational climate could contribute to employees' happiness at work and organization engagement. Therefore, corporate executives should focus on creating a good organizational climate within the organizations as tangible as possible, especially with the development of the organizational structure to keep up with changes and the establishment of international working standards, as well as attaching high importance to human resources, namely creating inclusive participation, recognition, and support for the employees' career advancement, which will boost the morale until it eventually develops into the employees' happiness at work and organization engagement. In future studies in the post-Covid era, the researchers should consider the study of happiness at work, organization engagement, and employee engagement under remote working environment. In addition, how a hybrid work schedule would create Happiness and Engagement among employees in the organization. The researchers would look at "happiness at work" from different perspectives, such as increasing work-life balance by implementing hybrid work schedules and work-from-home policies. At the same time, how to virtually engage them to create or maintain organization and employee engagements.

This research was conducted to find and affirm the theories or phenomena of the causal model of the organizational climate influencing happiness at work and the organization engagement of employees in public companies to help corporate executives understand the phenomena of organization engagement of the employees in public companies based on efficiency and effectiveness. The various findings of this research can be summarized according to the causal model, with numerous factors relevant to the explanation of the organization engagement phenomena. Nevertheless, with certain constraints, the potential of the researcher, or problems and obstacles, the research may be able to answer only part of the question. As a result, the researcher would like to suggest the following guidelines to those interested in furthering their research on the topic of organization engagement:

- From the research results, it was found that the model developed by the researcher was only the beginning of the development of theoretical concepts. The research team used the conceptual framework and theories related to the organization engagement of academics, researchers, and human resource developers as the framework to construct the model. Hence, this model should be further developed and tested in other environments. There may be different variables that affect organization engagement as well as enable the model to explain various phenomena more clearly and appropriately.

- Regarding the results of this research, the researcher conducted a study with the employees of public companies in general that could only be collected coincidentally. Therefore, the natural organizational climate did not cover specialized organizations. Thus, this model should be tested with other samples in order to ensure the correctness and clarity of the research results and cover the population on a broader scale.
- The study on the organizational climate model affecting happiness at work should be encouraged to promote employees' organization engagement.

7- Declarations

7-1- Author Contributions

Conceptualization, E.S., and S.P.; methodology, E.S.; software, E.S.; validation, E.S., and S.P.; formal analysis, E.S.; investigation, E.S.; resources, E.S.; data curation, E.S.; writing—original draft preparation, E.S., and S.P.; writing—review and editing, E.S., and S.P.; visualization, E.S.; supervision, E.S., and S.P.; project administration, E.S.; funding acquisition, E.S. All authors have read and agreed to the published version of the manuscript.

7-2- Data Availability Statement

The data presented in this study are available on request from the corresponding author.

7-3- Funding

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7-5- Institutional Review Board Statement

This research has been approved and certified by Institutional Review Board (IRB) of Ramkhamhaeng University, approved reference no. RU-HRE 64/0140.

7-6- Informed Consent Statement

Informed consent was obtained from all subjects involved in the study, certificate number RU-HRE 64/0140.

7-7- Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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