

A Study of a Happy Workplace in an Oil & Gas Company

Carlo Bertini^{#1}, Narongpon Boonsongpaisan^{#2}

^{#Thai – Nichi Institute of Technology}
1771/1 Pattanakarn Rd, SuanLuang, Bangkok, 10250, Thailand

¹carlito.bertini@gmail.com

²dr.narongponb@gmail.com

Abstract— Despite happy workplace was essential to all companies, little of Thai's literature had been found to study about happy workplace in oil & gas companies. An oil & gas company could be considered as a multidisciplinary work organization where challenging work, time constraint, safety, technical knowledge, management, and even more were as same as many other industries. Therefore, the research had aimed to identify factors those help promote a happy workplace in an upstream Thai National Oil & Gas Company and also provide a management guideline for companies who seek to uplift their employees' happiness in the workplace. Quantitative and qualitative method were used to confirm the factors based on literature reviews. 378 survey samples were obtained from 2,167 employees working in the company, and leading personnel were interviewed. Exploratory factor analysis and the interview data were the tools used to identify the factors, concluding in 6 factors creating a happy workplace with management guideline: Company's policy, Fairness, Trust and Respect, Job satisfaction, Company's Culture, and Leadership.

Keywords— Happy workplace, Oil & Gas Company, Upstream, Happy Workplace Factors, Exploratory factor analysis, Managing

I. INTRODUCTION

Human resources had been considered as a precious resource in an organization. Retention of human resource was not just for the survival of the organization, but for further improvement of knowledge and innovation to achieve competitive advantage, especially for the sustainability of Thai economics. Many employees in various places, especially in Bangkok had suffered from huge pressure, stress [1], time constraint or even the competition of skills and competency. The well-being of employees was directly affected and had resulted in the resignation of good and talented persons. Many happy workplace factors had been mentioned by researchers, and success had been brought to various organizations when using them to develop happiness in the workplace. Thai Health Promotion Foundation (THPF), a government agency, had been supporting Thai organizations in creating a happy workplace. Their publicities and activities addressing a happy workplace had been widely distributed to organizations. These activities had a major role in creating a happy workplace. According to their survey, more than 50% of organizations in Thailand had to do something about the organization health (need to increase workplace happiness) [2] and only 1.7% were considered as enviably happy. The biggest problems that they had found in the survey were that organizations lacked

happiness management. Well-being and happiness management were considered to be critical in retaining employees. "Attracting talented people is difficult, but it is even harder to retain them..." was said by Pitchpajee Saichuay, managing director of Tower Watson Thailand [3]. Even if the compensation of employees in Oil & Gas Company was considered to be high comparing to other industries [4], people were still leaving their job. As an example from a Thai oil & gas company in Fig. 1.

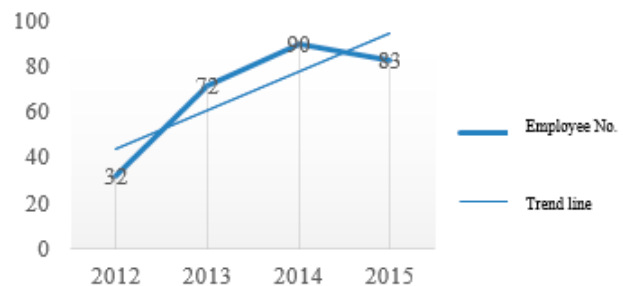


Fig.1 the number of employees leaving their job during 2012 – 2015
in an oil and gas company

During regular work or economic downturn, happiness helped keep the quality of human capital to remain the key to the organization's success [5]. In oil and gas sectors, technical knowledge and management were as same as other industries [6]. However, how to create and manage a happy workplace in Thai oil and gas company was still unclear and could be considered as a weak point in the academic and industrial perspective.

II. LITERATURE REVIEW

A. Happy Workplace and Its Benefits

A happy workplace not only attracted employees but also helped the organization retain their best-talented persons in the workplace [7]. When employees were happy, they tended to increase their productivity, and it was also valid when considering the other way around as employees are more productive when they are happy [8]. "A happy workplace significantly increase productivity, decreases health care costs and improves customer loyalty." [9]. Workplace success and outcomes had not only come from intelligence, connections or affluence but also from happiness [10]. So when an organization was considered as a happy workplace, it would be sustained and ready for changes [11]. Many Thai organizations had also experienced positive changes when they were promoting a

happy workplace. The turnover rate had rashly decreased when all employees were happy; new customers had also been increased by the recommendation of the regular customers [12]. Not only the growth in productivity but also knowledge, as an organizational resource, would be collected and increased. A knowledge sharing culture could lead to the development of human resources and finally, reaching the organization's goals [13]. Even if growing businesses meant competing with others, "self-improvement and self-development can make a happy competitor." [14]. Innovation and high-performance workplace practices would eventually be developed as a result of happiness. An employee in a high performance working organization had been considered to be more satisfied with the job when comparing with those supported by only human resource practices [15]. Flexible working system, increase working autonomy, communication, and having the proper knowledge to support a task were all involved in high-performance work practices. A happy workplace benefited not only the life of employees but also the life of the organization. When a workplace was happy, individuals became happy. "No individuals can be happy or pursue things that would make them happy if the society as a whole is chaotic and unhappy" [16]. The company would gain a competitive advantage [17], decrease unwanted cost, accident, turnover rate and absenteeism. The beneficial cycle does not stop only with the company, but it reached out to the society as well.

B. Happy Workplace Factors

Many happy workplace factors had been proposed in many Thai and International literature. Thai Health Promotion Foundation, an organization that concerned about health and happiness of Thai people [11], had addressed a happy workplace as a meaning of managing life to create sustainable happiness. Maintaining positive aspect in living both within yourself and with others, having accountability for society, being a good member of the family, organization, and community were proposed. They had also suggested eight factors to create happiness in the workplace: happy body, happy heart, happy relax, happy brain, happy soul, happy money, happy family, and happy society. Happy workplace factors had also been given by Fisher [18]. When an individual wanted to be happy in the workplace, it could happen when they felt that they were enjoying their job and that they knew how important the value of the job was. This phenomenon was called "a calling." It could be achieved, as an example, when the organization created a healthy, respectful and supportive organization culture with competence leaders. In the eastern happiness, a qualitative research by using Chinese source of happiness in the workplace had been conducted [5]. The research had shown that they were ten factors to workplace happiness. Such as, gratification of the need for respect, achievement at work, health, and work-life balance. 101 tips to retain a happy, healthy staff [19] had also summarized factors creating a happy workplace. Such as, a positive work environment, empowering, and celebration. They had also suggested that a job and organizational fit were important and should be created.

Many pieces of literature had proposed various factors, but similarities could also be observed. As a result, factors could be grouped together by performing a content matrix, mapping each research's factor to another by the definition. Among the literature reviews, 20 factors were extracted as per Table1 that were used to study in this research.

TABLE 1
EXTRACTED HAPPY WORKPLACE FACTORS

Factor	Description
1	Job satisfaction
2	Recognition of success
3	Empowering
4	Respect
5	Morality and Ethic
6	Colleagues
7	Leaders
8	Work-life balance
9	Compensation
10	Company culture
11	Fair treatment
12	Safety and Security
13	Skills and knowledge development
14	Environment
15	Health
16	Non-work activities
17	Company purpose
18	Social responsibility
19	Communication
20	Family

C. Managing a Happy Workplace

It was said that to fully manage a happy workplace, the organization or should know how to select an activity which would satisfy all three aspects of the organization: personal happiness, organizational happiness, and social happiness [13]. Some organizations in Thailand had adopted the idea and established a 3-H model: Human, House, Happy [20]. Skills and knowledge development for employees, make the workplace environment safe, and create happy activities were an example of the 3-H model which were emphasized on. A happy workplace could be achieved when employees felt that they had a reasonable workload, moderate levels of job controls, job security, and treated with respect [21]. A group of Thai organization had also been pointing out a way to happiness by adopting the Sufficient Economy Philosophy [12]. "Giving" was what most companies started with. Each entrepreneur

managed a happy workplace by giving their love to employees and created activities which make them feel valued and happy. For an example, supporting both lunch and dinner for employees who earned not much. Encourage respect, forgiveness, no competition in the workplace, create corporate social responsibility activities, knowledge sharing, and giving out holiday for employees' whose parent birthday in on that day to increase their work life balance by spending time with family. In return, the organization was sustained. The organization had to be managed in a way that made employees perceive the company as a family member. Happiness would be presented, and the organization's reputation could grow throughout the society. The happy workplace managing method of could be considered different to each manager. Selecting a manager that enjoyed managing was suggested to maximize the outcome of good leadership [22]. The organization should carefully check whether if the employee liked managing or not. Most managers in the organization had been chosen by their ability to do their core work. However, choosing the wrong person could result in a stress of managing. Pressure, lower morality, and employees to quit their job were caused by poor management. Retaining key talent employees had become an issue in oil and gas sector [23]. Engagement level, moral were decreased when companies faced the lost their experts. Some researchers had investigated to find out what was causing a low engagement level. Opportunity for feedback, communication and being informed, commitment from leaders, fairness, recognition, career advancement, and respectful treatment were found to be not enough [6], [23]. Paying attention and putting more effort in managing these factors could help increase the job satisfaction and engagement level. Activities, workshops, advertisement, rewards could be implemented to help communicate and increase the lacking factors. As a result, employees would have never wanted to leave their job. Researches had also indicated that organizational culture, career plan, and respect was the one that had been mostly chosen to decide on entering into an oil and gas companies, generally for independent oil and gas companies [4]. However, For National Oil Companies, it was shown that the company was not listening much to employees' contribution in key decision-making compared to others. As some of the decisions were controlled by their government.

III. METHODOLOGY

A. Research Methodology

Quantitative and qualitative data acquisition by questionnaire and interview were proposed as a research methodology for this investigation. Fig. 2 demonstrated the data acquisition flow to obtain results. By using the 2 data sources, confirmed happy workplace factors could be obtained and grouped by Exploratory Factor Analysis (EFA). The details of each method were described below.



Fig. 2 Research Methodology

1) *Quantitative Data*: Questionnaire was used to identify and confirm happy workplace factors from the obtained 20 factors by using descriptive statistic and EFA. Reliable sources [24], [25], [26] were also studied as guidelines for the questionnaire's questions. A 5-scaled Likert scale [27] was developed and categorized into three parts: general information, happy workplace factors confirmation, and happiness at work. The validation of the questionnaire had been done by experts using indexes of Item-Objective Congruence, as known as the IOC method. Each scale of the questionnaire's question was defined respectively as "Strongly disagree" to "Strongly agree" from 1 to 5. The scale "Neither agree nor disagree" was represented by number 3. As a part of response validation, SPSS software had been used to provide statistic and analyzed information. The reliability of the questionnaire was tested by randomly using 30 questionnaires to perform a Cronbach's alpha reliability test at more than 0.700 [28]. A factor would be considered as a happy workplace factor when the average score was more than four. A factor was not considered as a happy workplace factor when the average index was less than two, and a factor was considered as neutral to when the average was between two and four. After confirming the factors, EFA was used to find hidden observed variables and grouped the same common variance factors together [29].

2) *Qualitative Data*: Interview data had also been used to support the literature review and questionnaire findings. The interview questions also delivered how a happy workplace factor was managed, and what were others happy workplace factors and management that could be a concern for the company in the future. The validation of the interview questions was also reviewed by experts to confirm the usability.

After the results had been acquired, a content analysis was used to compare and link the results to a proper solution.

B. Population and Sample Size

2,167 employees in a Thai National Oil & Gas Company during December 2014 to September 2015 were used as the research populations of the questionnaire. The questionnaire was sent out as an e-survey by e-mail. According to Yamane's formula [30], the questionnaire sample size needed to be 338 responses to yield 95% of confidence coefficient. For the interview data, three leaders in the company representing: Corporate culture, Operations, and Engineering, were proposed as interviewees. This three personnel represented the whole company as they were involved in the core of the business and directly looking after the employees' engagement.

IV. FINDINGS AND DISCUSSION

After distributing the questionnaire, 378 responses were gathered which was more than the requirement for 338 responses. A reliability test of the questionnaire was performed by randomly choosing 30 questionnaires. The results of the test showed a 0.859 Cronbach's Alpha coefficient, which was considered high and acceptable. The findings and discussion had been summarized in the sections below.

A. Quantitative Data General Information

After reviewing and extracting 20 factors from literature review and gathered 378 responses, the descriptive statistic was performed to evaluate the factors creating a happy workplace in the Oil & Gas Company. Most of the respondents were male, aging around 21-40 years old and had worked for 0 -10 years. The responses of employees for the working experience between 3-5 years, as per Table 1.1, was noticed to be quite small, only 8.47% of the total respondent but 32.54% was observed to be between 6-10 years. An assumption could be raised that the working experience between 3-5 years was whether if the employees had chosen to leave or stay. More research in this particular range of working experience could help point out the real cause.

TABLE 1.1
WORKING EXPERIENCE

Years	Responses	Percentage
0-2	91	24.07%
3-5	32	8.47%
6-10	123	32.54%
11-15	66	17.46%
More than 15 years	66	17.46%
Sum of above	378	100.00%

Continuing at the salary, as per Table 2, middle-level employees could be represented by having a salary ranging from 40,000 – 100,000 Baht. Making 73.55% of the sample group were in the middle-level position, 6.35% at the low level, and 20.11% at the high level. The data thus represented employees, mostly in the middle level of the company. For an example of clarity, the middle-level position consisted of officers, engineers, supervisors, senior positions, and managers. Operators for low level. Vice president and above for high level.

TABLE 2
SALARY PROFILE

Range	Responses	Percentage
Less than or equal to 40,000 baht per month	24	6.35%
40,001 – 55,000	96	25.40%
55,001 – 70,000	87	23.02%
70,001 – 85,000	47	12.43%
85,001 – 100,000	48	12.70%

More than 100,000 baht per month	76	20.11%
Sum of above	378	100.00%

Additionally, these middle-level employees 47.09% worked in Bangkok head office, 23.28% offshore, and 29.1% onshore. The data could signify the data from mostly the middle-level employees from Bangkok head office.

B. Descriptive Statistic

The mean and standard deviation (SD) of the obtained data were shown the Table 3.

TABLE 3
QUESTIONNAIRE DESCRIPTIVE STATISTIC

Studied Factor	Mean	SD
Job satisfaction	4.3122	.73410
Recognition of success	4.0397	.84062
Empowering	4.1190	.77706
Respect	4.7751	.42435
Morality and Ethic	4.5767	.54084
Colleagues	4.8175	.40028
Leadership	4.6614	.54665
Work-life balance	4.6138	.57722
Compensation	4.4524	.85817
Company culture	4.2751	.83901
Fair treatment	4.4974	.60172
Safety and security	4.4709	.71768
Skills and knowledge development	4.4206	.65576
Environment	4.6614	.54665
Health	4.4550	.70567
Non-work activities	4.2434	.78718
Company purpose	4.0159	.94392
Social responsibility	4.0820	.86864
Communication	4.3836	.67815
Family	4.6508	.54482

All 20 factors had had a mean more than four which were agreed as happy workplace factors. The standard deviation range, which indicated how the responses were spread out, were also obtained to a rather high value. The reason could be that the data covered many levels of employees and that each employee, or level, did not answer the same value. Due to this difference, factors creating a happy workplace could be assumed to be not the same for all employees. A lower standard deviation value could also be obtained if future researchers targeted at only a single level of employee. The data was also noticed to be not normally distributed. Both Kolmogorov-Smirnov and Shapiro-Wilk test has given a significant level of 0.000.

The null hypothesis that the data was normally distributed shall then be rejected. The explanation for this distribution might come from the majority of the sample group being in the middle-level employee and many outer limit value responses.

C. Exploratory Factor Analysis

The selection of the analysis model was considered from the data characteristic and best practices [29]. Principal Axis Factoring (PAF) extraction method and Direct Obliminaxis rotation method were chosen to perform the analysis. The reason was that the data were not normally distributed and correlated as per the Kaiser-Meyer-Olkin in Measure of Sampling Adequacy (KMO) and Bartlett's test. The KMO test indicated that the data were considered good (0.744) and correlated [26], [29], rejecting the null hypothesis of all variables in the sample were equal (Bartlett's test of Sphericity showed Sig. = 0.000). The PAF extraction method which analysed the factor using eigenvalue by Guttman-Kaiser rule had given six group of factors which had an eigenvalue more than 1, as well as the number of factor before a break in the scree plot, Fig 3, had observed to be six factors

The extraction and distribution of each factor loading were shown in the pattern matrix, Table 4. The factor loading criteria for the analysis was set at 0.30 [29]. The result from the EFA showed a visible pattern which formed a group of factors. Some cross loading factors were observed but considered little and had been carefully selected to put in a group.

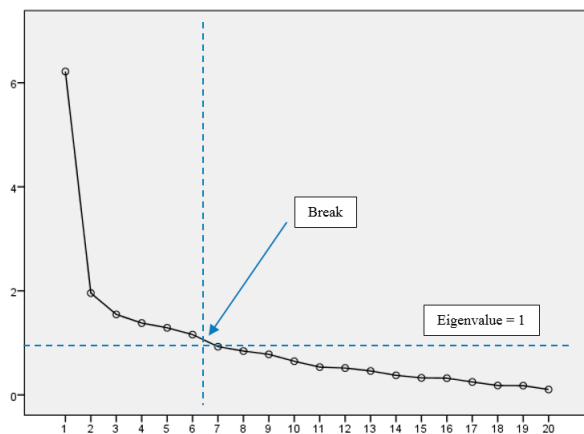


Fig.3 Scree plot showing the eigenvalue on the vertical axis and the factor number on the horizontal axis

TABLE 4
PATTERN MATRIX

Studied factors	Factor group					
	1	2	3	4	5	6
Social responsibility	<u>.897</u>					
Company purpose	<u>.843</u>					
Non-work activities	<u>.580</u>					
Skills and knowledge development	<u>.574</u>					

Safety and security	<u>.421</u>					
Health	<u>.394</u>	.301				.355
Fair treatment	<u>.743</u>					
Work-life balance	<u>.736</u>					
Environment	.378			<u>.364</u>		
Family			<u>.731</u>			
Respect			<u>.657</u>			
Colleagues				<u>.635</u>		
Job satisfaction				<u>.594</u>		
Empowering				<u>.568</u>		
Morality and Ethic						
Company culture	.364				<u>.673</u>	
Compensation	<u>.439</u>				.458	
Recognition of success						<u>.488</u>
Leadership						<u>.381</u>
Communication	.372					<u>.375</u>

The underlined factor loading in Table 4 represented the selected factor for each group. The six groups were then named according to the component factors associated, resulting in six happy workplace factors as

- Company policies
- Fairness
- Trust and Respect:
- Job satisfaction
- Company culture
- Leadership

D. Qualitative Data and Management Guideline

The objective of the interview was to add another source to confirm happy workplace factors and also to investigate that how the company was managed to achieve a happy workplace. Three personnel representing corporate culture, operations, and engineering of the organization had been interviewed. Good leadership was the most important factor, said by corporate culture. Recognition of success, empowering, organization's culture, compensation, and work-life balance was also selected as happy workplace factors but not as much as a good leader. "Branding" was also suggested as a new happy workplace factor. Branding was considered to represent the company's reputation which created value for the employees themselves. Employees appreciated being a part of a good company brand and would leave if the company lost their good reputation. From the operations side, the working environment, company purpose, and company culture were emphasized that they have a significant part in creating a happy workplace. Moreover, it was recommended that management should choose to improve the working environment first because it is considered tangible to employees. Trust and respect, work-life

balance, company culture, colleagues, and communication had been selected as happy workplace factors from Engineering. They also added that "Corruption" had to be strictly managed by the company and each department, the less the organization had this, the better the organization would become. All three had also agreed that a happy workplace could sustain the company, making employees had the urge to stay and strive with the company. The content analysis of the interview data and the above findings had shown a confirmation link between the data. Moreover, a management guideline of the obtained happy workplace factors was also acquired.

1) *Company policies*: The Company policies in Oil & Gas discussed what were provided to employees and the society so that the company would be able to reach their goals. The company could start by setting a challenging, however, achievable goals from well-planned strategy and action plans. In an example, the amount of yearly petroleum production rate compared to the quantity of oil reserves and new proved reserves. If the company did not have many reserves and newly discovered ones, they should not set for a high production rate to push employees and end up with an unachieved result. The involvement from all levels was recommended for setting up goals with periodic milestones to verify the progress. The involvement would promote ownership and obligation to the employee at all levels. The company could also

- Develop company branding, i.e. reputation, to the society through local media advertisement or CSR activities which reflected the recognition of the business [31] to build up self-esteem. Employees expected to feel worthy when working in a good company where everyone else is worshipping about.
- Promote workplace safety because in Oil & Gas sector, safety was the priority. Not only for the employee in the company itself, but also for the society as well. The society needed to know that this company was safe enough to live with. The company has the chance to demonstrate what they are doing and how they are handling the safety, health, and environment issues in the operations, to protect and prevent any hazard or disaster to the community.
- Ensure the job security; some employee seeks for job security more than a high pay rate [32]. Employees would still like to keep their job during economic crisis more than being layoff by the company.

2) *Fairness*: Fairness was a factor which involved fair treatment, compensation and even work-life balance as considered essential as mentioned in many pieces of literature. Employee's engagement level could increase if they felt they were treated fairly [6]. Company should focus on

- Compensation package. Despite the above industry's average pay rate [4], a regularly compensation package review to others Oil & Gas Company or industries could help retain

employees to the company. Especially for expat and overseas employees who can easily move to where they pay them more.

- Preventing corruption in the workplace. Prevention may be difficult in a culture where seniority existed and especially in National Oil & Gas Company, which the government is involved. However, it was the managers and leaders themselves that should step out and show their employees it could be prevented. The company could establish a corporate governance team which looks after these cases, particularly and then shares the knowledge and good governance regulations for the whole company via communication channels.
- Nevertheless, much hard work needed some time off. Do not forget the employee's work-life balance and self-needs [33]. Work-life balance significantly had an effect on the health and happiness of workers [34]. The company could help to remind the employee not to do only their work until late at night or taking work to do at home, by starting an exciting activity to do after work such as a group weight reducing campaign. The activity would be participated by employees together [35] a side from work and increase health. Or after a long project had been achieved, give the employees additional time off.

3) *Trust and Respect*: There existed a possibility that if the employees did not believe in each other, it might result in suffering, mistrust or even talent leaves the organization [36]. Employees loved to be equally treated with respect as a valuable and skilled person in the workplace by management and co-workers. Moreover, the way to do it were to

- Create personal connections. Highlight what was in common, such as the company goals. Seek out expectations on their concerns and needs.
- Communicate and provide whatever information you can. Telling the truth and not faking your competency. To be trusted, providing false information would not help.
- Make sure to achieve what had been committed to earning trust, respect and eliminate fear.

4) *Job satisfaction*: Job satisfaction was a combination of the working environment and the job itself, making employees felt that working is productive and enjoyable [4]. Many oil and gas production facilities were not located in a safe environment such as offshore platforms in the middle of the sea. Natural hazard could not be prevented much, but what could be done was to

- Create a safe and a pleasant working site environment. Oil and gas employees were often worked in hazardous places. The company shall make sure that a reasonable set of safety barriers were installed to protect the employees from any of the hazards. Also, an

upgrade of the utilities and facilities to a modern style should help employees perceive changes in a better way and had a better psychological health.

- Generate a positive attitude toward each other between colleagues which created an environment of comfort.
- The job itself also needed to be controlled in a reasonable way, over controlled approval gates would restrict employees from doing what they had found best. By having trust, leaders could empower their subordinates to make some decision by themselves. Resulting in an improved approval process for the job which increases more working flexibility.
- Career advancement, career growth, international opportunity, skills and knowledge development should also need to be discussed with leaders and employees to set the development goals and what employees wanted to do or be. This will help satisfy the need for both sides.

5) *Company culture*: How an organization functions and expresses itself was considered to be company culture [37]. A workplace was also where many different kinds of people come to work in the same place. This difference had come with a liberal way of thinking and goals. However, what a company needed was a unique manner to achieve its objectives which originated from how the company value, employee's attitude, and products. Workshops and various communication channels should help guide and change ways of thinking and attitude of workers toward the company culture. For an example

- Launch a company values day event and the opportunity to win prizes. This would create awareness and make sure that employees understand the company values.
- Establish workshops to all staff from an assigned corporate culture team. Give the company the chance to express their need and what was expected from the same culture. When employees showed the same value and attitude, the company culture would be gained.
- Communication through management and e-mails, reward those who show the culture [38].

6) *Leadership*: Good leadership in the business led to a happy workplace. Leaders should be able to look after, give advice and feedback [39] to their employees in either work or personal issues. In any situation, leaders should also have the accountability of their subordinates which would have resulted in gaining trust and respected from employees [20]. Leadership played a significant role because most of the employee's expectation i.e. career path, performance evaluation had to go through leader's decision. The company could

- Implement leadership program for leaders to enhance their leading and soft skills aside of technical expertise.

- Use 360-degree assessment on leaders to give leaders feedback and improvement opportunity.
- Provide special payment or others prizes, awards of success to employees for the success of their work.
- Use open door policy to help employees reach leaders or management easier. Leaders could also be able to train and coach staff through example and experience with this opportunity.

As mentioned, Oil and Gas Company management and technical knowledge were considered as same as other industries. So not only Oil and Gas Company could use this guideline, but other industries as well may use this principle to develop their happy workplace. Especially for others non-national Oil and Gas Company in Thailand.

V. CONCLUSION

A happy workplace was considered essential to every company [40]. National oil and gas companies were one of many interesting companies to study on because of the high technical knowledge and management required. Losses of talent personnel could have an adverse effect on the organization because one of the evidence to sustain the workplace was employees [23]. To sustain a workplace, happy workplace factors had been implemented by various organization and succeeded. And for the Thai National oil and gas company, six factors were discovered: Company policies, Fairness, Trust and respect, Job satisfaction, Company culture, and Leadership. Management guideline was also provided to serve as a principle of adapting to other organizations. A sustained company should start from sustaining the inside of the organization. External factors also impact the business sustainability, but it was the company challenge to adapt and survive through them with the help of each and every employee.

The difficulties in this study were the quantitative data gathering. Reaching for a large sample group was hard. Top management support for retrieving the data could be beneficial to acquire a 100% response. A larger sample size could reduce the error produced by EFA and would cover all employee level aside from the middle-level employees. This considered the same for the interview, different point of view could be gained and benefit more to the research. Additional study in oil and gas sector should also be valuable for securing a strong happy workplace factors and management approach.

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