



Comprehensive Literature Review of Factors Influence Work Happiness of Employees during the COVID-19 Pandemic

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Abstract

Emerging of COVID-19, all countries have to prevent its spread by social distancing, prolonged lockdown, wearing masks, closure communities, clubs, bars, schools, and businesses. Some company staff has to work from home. Some lay off and don't have payment, so there affects their work happiness and anxiety. Stress can cause fear, anger, sadness, worry, or dissatisfaction for this current situation how to decrease stress and increase staff happiness. Satisfaction at the workplace is essential for improving productivity and refers to employees' happiness with their work and life, pleasant moods, and certainty. Job satisfaction, positive emotion, work engagement, understanding, and competence influence happiness at work. This paper reviews previous research both outside and in Thailand to conclude the definitions, causes that influence happiness staff's work during the COVID-19 pandemic. The results found that staff traits, economic, internal organization, and anxiety factors affect employee happiness. The outputs can be an input for future research, and maintaining long-term staff satisfaction at the workplace of firms could probably enhance and prolong company efficiency and effectiveness gets through of COVID-19 period.

Keywords: Economic Factors, Internal Organization, Anxiety, Happiness, Workplace, COVID-19

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1. Introduction

Nowadays, the COVID-19 has spread since December 2019 in Wuhan, China. It has continued to spread across the world until now (2022). The spread can't control or stop, and it's more intense day by day. On March 11, 2020, The World Health Organization (2019) announced that COVID-19 was a total (epidemic) with several patients and casualties. Life increased significantly, with a mortality rate of about 4.60% (Suwanaphant, K., Seedaket, S., Vonok, L., Assana, S., Wawngam, W., Kingsawad, K., On - Kail, P., 2020). With the rapid spread of COVID-19, all countries have adopted several public health trials to prevent its spread and social distancing. Firstly, social distancing and closing of businesses, schools, shopping malls, churches, saloons, hotels, and so forth, mass meetings have been banned, and lockdown measures have been imposed in many countries and Thailand transportable only for essential needs. Secondly, the aim is that through social distancing, governments will be able to level the curve or decrease the number of new cases related to COVID-19 from one day to the next to break exponential growth and reduce stress on medical services (John Hopkins University, 2020). Thirdly, The COVID-19 vaccine will stimulate the body to build up the immune system to this virus. Help prevent infection if people get it in the future. Still, after vaccination, it takes some time for the body to build up the immune system—however, the restrictions on the number of vaccines currently available in the country. The limited vaccines caused the general public to wait several months for the vaccine to be open and begin injections to the general public.

The results of the spread of COVID-19 are making economic slowdown. Some businesses have to close, for example, hotels, retail stores, airlines, restaurants, bars, companies, and so forth. For the industry in Thailand, much affected by the COVID -19, today's hotels, restaurants, transportation companies, airlines have limited customers. In the national of ban travel, millions of employees haven't received any help from Social Security Economic Vaccine today, reflecting people's troubles in many industries. All businesses are trying to keep employees. Most companies decreased the number of staff. Entrepreneurs and employees have lacked income since the end of January past. Some places use the method to let employees take time off, not receive wages or leave without pay, split, switch, or stop. This situation makes people and staff unhappy. However, happiness at the workplace is the most crucial thing that many organizations have to improve both employees and organizations, even in the COVID-19 pandemic.

An employee's happiness is at the center of her connection with the company, whether that connection is inside the organization as "satisfaction," "morale," a "psychological contract," or "engagement." Staff members are essential resources for success in the organization. They need to be knowledgeable, skillful, with the right attitude, relationships, balance, enrichment, and happiness. Moreover, changing work environments lead to the changing nature of work (Januwarsono, 2015). Environmental factors such as increasing internationalization of



business, new technology, digital marketing, money, leisure activities, and work anxiety in the COVID-19 pandemic (Hamouche, 2020) are determined to affect happiness and change work nature substantially. Moreover, many researchers found that personality traits are the significant factors affecting happiness rather than extra income or economic factors, social class, works, recreation, religion, or other external factors (Diner et al., 1999). Meanwhile, Januwarsono (2015) found the six main factors that determine happiness at work: employee performance, organizational culture, organizational trust, job satisfaction, leadership behavior, and individual characteristics.

Stoia (2016) studied happiness and well-being at work and found that the main positive and determinants factors of satisfaction in an organization were: employee performance, job characteristics, use and development of strengths, relationship and leader behavior, feedback, work experience, and organizational culture. Fisher (2010) has studied culture and human resource practice characteristics to determine employee happiness. Employees' satisfaction is different under different enterprises' ownership (Zhou & Qiu, 2013). Happiness defines as the involvement of common positive effects, irregular negative affect, and an overall sense of satisfaction with life's high subjective well-being (Myers & Diener, 1995). Happiness is usually defined by how people involvement and assess their lives as a whole. Since most people use much of their lives at work, it is judgmentally essential to understand the role that service and the workplace play in determining happiness for individuals and globally. For a long time, work and desire weren't strongly associated. Work was a dwelling where you meant to come in, get the work done, and watch out. Happiness was for your free time. However, we now know just how significant it is for workers to be joyful in the workplace. In the last two decades, happiness has developed new concepts and has extended to today's society, particularly interesting for the organization.

Pedraza, Guzi, and Tijdens (2020) studied life dissatisfaction and anxiety in the COVID-19 pandemic from March to April 2020 in 25 advanced and developing countries from four continents. The results found that persons with better general health, a paid job, living with a spouse, regular exercising, and those avoiding isolation report less displeasure and less depression. The attendance of children and a pet in the household does not affect. Women had anxiety feelings more often than men. Older people report lower dissatisfaction and depression, significant given that the more aging population is among the most vulnerable in the current pandemic. Job-related changes due to COVID-19, such as income reduction and increase or decrease of workload, are associated with more dissatisfaction and anxiety. So, for the previous results, personal characteristics, economic, and personal behavior factors affect their satisfaction and stress.

This review aims to study factors that affect company staff's happiness during the COVID-19 spread because research on employee happiness, especially in the COVID-19 period, research was rarely seen and publication. The move towards positive psychology has inspired



organizational researchers in general. And have begun to pursue positive organizational scholarship (Cameron et al. 2003) and positive organizational behavior (Luthans 2002), though they're still debating on precisely what these terms encompass and how helpful they might be (Hackman 2009). As will be explained below, several constructs in organizational behavior appear to have some connection with the comprehensive concept of happiness in the workplace. In the pages that follow, three sets of questions about happiness are addressed:

(1) How has happiness been defined and measured?

(2) What are the factors affect happiness at work especially during COVID-19 pandemic?

Whether happy employees matter to firm production has been asked for nearly a century. Myers & Diener (1995) stated that happiness is an entirely subjective feeling of well-being experienced by the person, characterized by positive emotions and the absence of negative emotions. In contrast, happiness at the workplace is essential to individuals and organizations (Fisher, 2010; Wesarat, Yazam, & Halim, 2014). But, happiness at the workplace as the outcome of employee behavior has not received much attention in the remaining literature (Wok & Hashim, 2015). For many decades, the topic of happiness in organizations is also had a significant lack of research on its antecedents (Fisher, 2010; Januwarsono, 2015; Stoia, 2016). The researchers should further investigate happiness employees to help co-workers and entrepreneurs perform better and do more of their work. And to provide acceptable methods and policies to support staff companies in the new normal and those interested in the notion of happiness at the workplace (Stoia, 2016). Because of a tremendous impact on the employee's happiness, Pryce-Jones (2010) found that employees are happy to embrace the challenges and objectives much more than employees are not satisfied. For example, 18% more in terms of challenges. 33% more in terms of goals. 47% more productive every week; less than 42% take absent than those who are not happy; 180% more energy; 108% more involved with their peers; 82% more job satisfaction, and 50% more motivated than those not working happiness. The problem is related to the situation on the staff of firms during the COVID-19 pandemic.

The objectives of the papers are as below:

1) Review the literature of relationship between factors influence company employees of work happiness in the COVID-19 pandemic.

2) Establish the empirical basis for a causal model of employee happiness at the workplace for company staff during the COVID-19 pandemic.

2. Review of Literature

This paper reviews the literature from two angles: 1) the structural dimensions of employee's work happiness and 2) independent factors that affect employees' happiness that focused on happiness at the workplace of individual company employees during the COVID-19 period.



1) Workplace Happiness

The word “happiness” has been studied and discussed for a period (Andrew, 2011) because it’s the vital goal many people pursue worldwide. All persons in every culture, country search for happiness. Happiness is crucial for improving productivity in jobs and life. Happy people are productive people, while those unhappy may not pay full attention to anything, even task (Wesarat et al., 2014). Happy employees have higher capacity. Also, they are more sensitive to the occasions in the workplace, more open and help fellow employees, more positive and self-confident (Januwarsano, 2015). Currently, the debate about the importance of happiness remains open. Philosophers and social researchers have defined the meaning of happiness in a variety of ways, such as Fisher (2010); Diener et al. (1999); Diener, Lucas, & Oishi (2005); Conzo, Aassve, Fuochi, & Mencarini (2017), and happiness constructs have defined in many ways as well. For example, happiness can describe as the experience of a positive emotional state and a sense of pleasure with life as a whole (Myers & Diener, 1995). Bhatia and Mohsin (2020) stated that happiness is a concept of subjective well-being of people and the feeling of joy, fun, delight, and positive emotions, or people get by doing or achieving something desirable or getting something positive unexpectedly.

Meanwhile, Fisher (2010) claims that happiness showed through pleasant moods, positive emotions, subjective well-being, and a positive attitude. Happiness at work includes job satisfaction. A comprehensive measure of individual-level happiness might consist of work engagement, job satisfaction, and affective organizational commitment. Wesarat et al. (2014) stated that happiness is related to individuals and subjective well-being. Joy at the workplace is defined as how satisfied are people with their life and work. There is a nearby association between job satisfaction and life satisfaction. Conzo et al. (2017) suggest that well-being drove by the joy of three basic psychological needs: autonomy, relatedness, and competence. In this research author considers well-being as synonyms for happiness because of the physiologists such as Diener and Biswas-Diner, 2008; Conzo et al. (2017) which claimed that well-being is often used as a synonym of happiness and wellness. The synthesis of joy at the workplace is job satisfaction that includes job autonomy, organizational commitment that provides for relatedness, and work engagement supported by the previous studies see in table 1.

Table 1: Happiness at the workplace constructs.

Diener et al. (1999)	Fisher (2010)	Diener, Lucas, & Oishi (2005)	Conzo et al. (2017)
Job Satisfaction	Job Satisfaction	Satisfaction & Meaning	Autonomy
Organizational Commitment	Organizational Commitment	Engagement	Relatedness
Positive Emotion while Working	Work Engagement	Positive Emotion	Competence or Performance

Independent Factors Affecting of Happiness at Workplace

1) Employee Personality

According to Diner et al. (1999) and Januwarsono (2015) claimed that personality (such as age, sex, race, culture, and money) was the critical factor determinant of happiness. And many researchers such as Robbins and Judge (2012) have found consistent results individual characteristics, include age, gender, education level, marital status, and work experience-related happiness. Fujita, Diener, and Sandvik (1991) stated that women's more intense sadness, given dire environments, has to be measured in light of their better ability for happiness beneath appropriate circumstances. Shemon (2018) studied the impact of different biographic characteristics such as gender, age, occupational level, education, etc., on employees' overall job satisfaction working in banks. The result found that how the fulfillment of the employees of different ages, gender, and educational backgrounds varies from one another and which factors influence the groups most. Pedraza, Guzi, and Tijdens (2020) studied life dissatisfaction and anxiety in the COVID-19 pandemic. The results found that women report anxiety feelings more often than men. Older people report lower dissatisfaction and anxiety, remarkable given that the more aging population is among the most vulnerable in the current pandemic. Therefore, this difference carried over into the world of work; different traits will lead to the people's satisfaction with another diverse workplace (Januwarsono, 2015).

2) Internal Organization Factor

The organizational factors determine how the organization moves forward, both as a self-contained corporate entity and in response to its external environment. Organizational factors can separate into external and internal elements. External factors such as political, economic, social, or technological affect an organization; however, this part emphasizes the internal organizational aspects in this study. These are essential questions terms an organization's work. Organization success has a clear sense of its final resolution and knows how it intends to fulfill that purpose. According to Stoia (2016); Wen (2006); Ryff & Singer (2008); Januwarsono (2015); Wesarat et al. (2014), individual and organizational factors that affect happiness at the workplace had many construct categories see in Table 2.



Table 2: Individual and organizational factors affect employ's happiness.

Stoia (2016)	Wen (2006)	Ryff&Singer (2008)	Januwarsono (2015)	Wesarat et al. (2015)
Employee Performance	The value of work	Purpose in life	Individual Characteristics	Employment Status
Organizational Culture	Environmental controlling	Mastery	Organizational Culture	Cultural Values
Job Characteristics	Benefit	Personal Growth	Organizational Trust	Income
Positive Leadership behavior	Autonomy	Autonomy	Leadership Behavior	Work Activities
Positive feedback	Self-acceptance	Self-acceptance	Job Satisfaction	Friendship
Strengths & progress	Interpersonal relations	Positive relation	Employee Performance	
Positive Relationship	Development outlook			
Experience at Work				

In the following paragraphs, this part emphasized the internal organizational factors from the previous studies that will explain four dimensions: employee performance, organizational culture, positive leadership behavior, and positive relationship.

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2.2) Organizational Culture

Organizational culture has been studied for many decades; Organizational culture means differences between values and expectations of employees with different cultural experiences (Tayeb, 1996). Belias and Koustelios (2014) claimed that organizational culture refers to the attitudes and behaviors of employees of a specific organization, affecting its occupation and total well-being. Culture creates a group of people living in the same place, attitudes, and behavior. People in the group have cultures that share similar norms, history, religion, values, and objects that discriminate against them. Kennerly (1989) revealed the relationship between job satisfaction, leadership behaviors, and organizational culture. Organizational behaviors, like warmth among employees, mutual trust, respect, and rapport between employees and superiors can be significant predicting factors of the job satisfaction experienced by employees in the field of health. Organizational culture can be encouraged to facilitate the achievement of job happiness and organizational goals in the future.

2.3) Leadership Behavior

Leadership behavior has a critical role in creating successful organizations (Larsson & Vinberg, 2010). Great leaders inspire and direct to support employee happiness have to develop working systems and a culture that reinforce the role of the individual within the context of the community (Andrew, 2011). Positive leaders can positively influence their followers and make them happy, reflecting on their performance and productivity. Leader mode can profoundly impact people's outcomes, so they should be aware of its effects and use it efficiently to motivate their followers and express their creativities that can benefit everyone (Mubarak, 2014). Warr (2007) suggests that a positive leader behavior includes a willingness to listen to employees, showing support, admiration. And concern for employee well-being and a tendency to show appreciation for employees and their work well done negatively correlated poor manager behavior and overall job satisfaction. Hu and Kaplan (2015) propose a positive relationship between transformational leadership and positive emotions in the workplace. The leader can create a healthy circumstance, which has long-lasting effects on the organization. The leader encourages employees to invest in themselves to contribute to company success. To attain a great product, the supporters need four things from the leader: trust, compassion, stability, and hope.

2.4) Positive Relationship

A recent U.S. survey reported that the top engagement condition for 79 % of respondents was their relationship with co-workers (SHRM, 2016). Indeed, the workplace is an essential contributor to individual well-being, in particular, because it offers the potential for positive correlations. While employees tend to change jobs more efficiently, loyalty and engagement to organizations depend on working relationships rather than economic incentives (Ragins & Dutton, 2007). Countless studies show that relationships and work are significant contributors to individual well-being (Diener & Biswas-Diener, 2008). Friendship is the source of



well-being at work can be a cordial relationship with other people (Stoia, 2016). Because employees spend much of their working work hours, it is not difficult to understand the importance of interpersonal dynamics in the workplace, so intrapersonal relationships play a central role in human happiness and well-being (Fisher, 2010). Wesarat et al. (2014) state that the employees have good attitudes, more commitment, more collaboration, and firm's productivity. Moreover, Ganser (2012) states that happiness is usually individuals' socials with more friends. Therefore, positive connections based on a foundation of mutual trust and understanding can enhance efficiency and organizational achievement. Management can show maintenance for their staff by considering their views and offering staff chances to show their capacities and effective communication (SHRM, 2016).

3) Economic factor

The theoretical concepts were related to economic factors. Some researchers harvested the economy and job satisfaction or happiness at work. Ingard, Kanjanapoomi, and Sheoychitra, (2020) brought income, expenditures, and debt into account the regression model for predicting people's anxiety during COVID-19 spread. Siebern Thomas (2005), in his cross-sectional analysis on the European Community Household Panel, confirms that there is a strong positive association between wage and job satisfaction. Researchers from the University of Warwick in the UK studied people who are happy at work are about 12% more productive. Anchor (2010) states that the happiness benefit has measured the welfares of a joyful company – sales increase by 37%, productivity 31%, and accuracy on tasks improve by 19%, not to mention the health and quality of life improvements staff. Benefits like wage and salary income strongly correlate with life satisfaction. Wang and Liu (2007) concluded that although the pay system in all kinds of ownership is biased to the mechanical compensation system, foreign companies attach the most importance to position payment and external equity, while state-owned enterprises emphasize internal equity. Private enterprises see the performance based on empirical analysis of enterprises' pay systems. Lembregts & Pandelare (2014) claimed that people compare their income with others, and they are likely to be happy when they receive income equality.

Diaz Serrano & Cabral Vieira's (2005) results indicate that low-paid workers report a lower level of job satisfaction when compared with their higher-paid counterparts in most countries, except in the UK. This result supports the idea that low-wage pay in these countries mainly includes low quality. The results also show that the gap in average job satisfaction between low- and higher-paid laborers are markedly more complete in the Southern European countries than in the rest of the EU. Finally, there are essential differences in the factors of job satisfaction across countries. It seems then that the same policy may be inappropriate to increase happiness, hence labor productivity, in the EU. The National Center for Economic Research in Thailand and Vietnam (TVSEP, 2019), which collected economic and social data in Thailand and Vietnam under normal conditions including income during COVID-19, income

decreases during COVID-19, expenses during COVID-19 (11 items including food, personal fees, laundry, electricity, water, gas, beauty, travel, education, health, and social expenses). Debts during the COVID-19 pandemic (There are five items: house, car, labor, credit card bill, and other costs). They borrow during COVID-19 (borrowing / no-borrowing) and debt from borrowing during COVID-19 (baht). In this research, the researcher scope the financial parameters for staff firms in the COVID-19 epidemic like the researchers above; however, the central economic construct follows the TVSEP (2019) items.

4) Anxiety Factor

The COVID-19 pandemic has impacted all people, family experiences, communities, organizations, and personal well-being. Trougakos, Chawla, and McCarthy (2020) studied working in a pandemic to explore the impact of COVID-19 health anxiety (CovH anxiety) on work, family, and health outcomes. The research testing plans used a longitudinal design that followed 503 staff members across the first four weeks to stay-at-home including social distancing orders were passed. Regular with estimates, CovH anxiety was found to be dangerous damage work (objective development), home (family commitment), and health (somatic protests) products due to improved feeling suppression and lack of emotional need success. Further, individuals who frequently participate in handwashing behavior were protected from the negative impact of CovH anxiety. Combined, their work integrates and extends existing theory and has many critical practical suggestions. This research represents a first step to understanding the work, home, and health-related implications of this unique situation stress the harmful impact of the anxiety stopping from the COVID-19 pandemic.

The Department of Mental Health of Ministry of Public Health, Thailand (2008) defines anxiety as a trait of individuals thinking about possible problems or unwanted things, causing unhappiness and fear, an emotional state arising from a person's cognitive and cognitive processes. The disease affects people lifestyles, increase stress or some may injure themselves or others, or end life by suicide because they cannot tolerate the conditions that arise. The situation of the COVID-19 epidemic is causing people to have a lot of anxiety. The Coronavirus COVID-19 pandemic has profoundly altered social and working environments in several ways. Social distancing policies, lockdowns, isolation periods, and anxiety of getting sick, along with the delay of creative activity, cost of income, and fear of the future, jointly influence the mental health of citizens and workers. Workplace parts can play an essential role in controlling or falling mental health of people facing this pandemic scenario. This paper aimed to deepen the psychological aspects linked to workplace factors for company staff in Thailand, following the epidemic rise of COVID-19, to address upcoming psychological critical issues in the workplaces. The researcher performed a literature search using Google Scholar, PubMed, and Scopus, selecting papers focusing on workers' psychological problems, for example, Giorgi, Lecca, Leon-Perez, Pignata, Topa, Mucci (2020). So the results of work anxiety can separate into three groups that can be related to the workplace during the pandemic.



The first group of the psychological problem is the fear of uncertainty and economy includes:

- 1) The anxiety of losing the job
- 2) The anxiety of pay cuts
- 3) The anxiety of lay-offs
- 4) The anxiety of reduced benefits
- 5) The anxiety of job insecurity
- 6) The anxiety of economic loss
- 7) The anxiety of unemployment

These are psychosocial risks may arise or increase as a result of the COVID-19 - disaster. Many of them may have appeared during the rapid spread of the virus and strict isolation measures and continue over time as businesses open their doors. Others may increase when employees were coming back to their workplaces. If inappropriately evaluated and managed, psychosocial risks may increase stress levels and lead to the second group of psychological problems of physical and mental health problems.

The second group is physical and mental health problems that may include:

- 1) Low mood
- 2) Low motivation
- 3) Exhaustion, anxiety
- 4) Depression
- 5) Burnout
- 6) Suicidal thoughts.

The third group of the psychological problem is physical reactions can also occur, such as:

- 1) Digestive problems
- 2) Changes to appetite and weight
- 3) Dermatological reactions
- 4) Fatigue
- 5) Cardio-vascular disease
- 6) Musculoskeletal disorders
- 7) Headaches or other unexplained aches and pains.

8) Changes in behaviors, such as a change in activity level or increased use of tobacco, alcohol, and drugs, are coping and changes in the person's ability to relax or level of irritability. Summary of the theory and previous research used in this research is as conceptual framework follows:

3. Conceptual Model

The overall conceptual model of the study is presented in figure 1

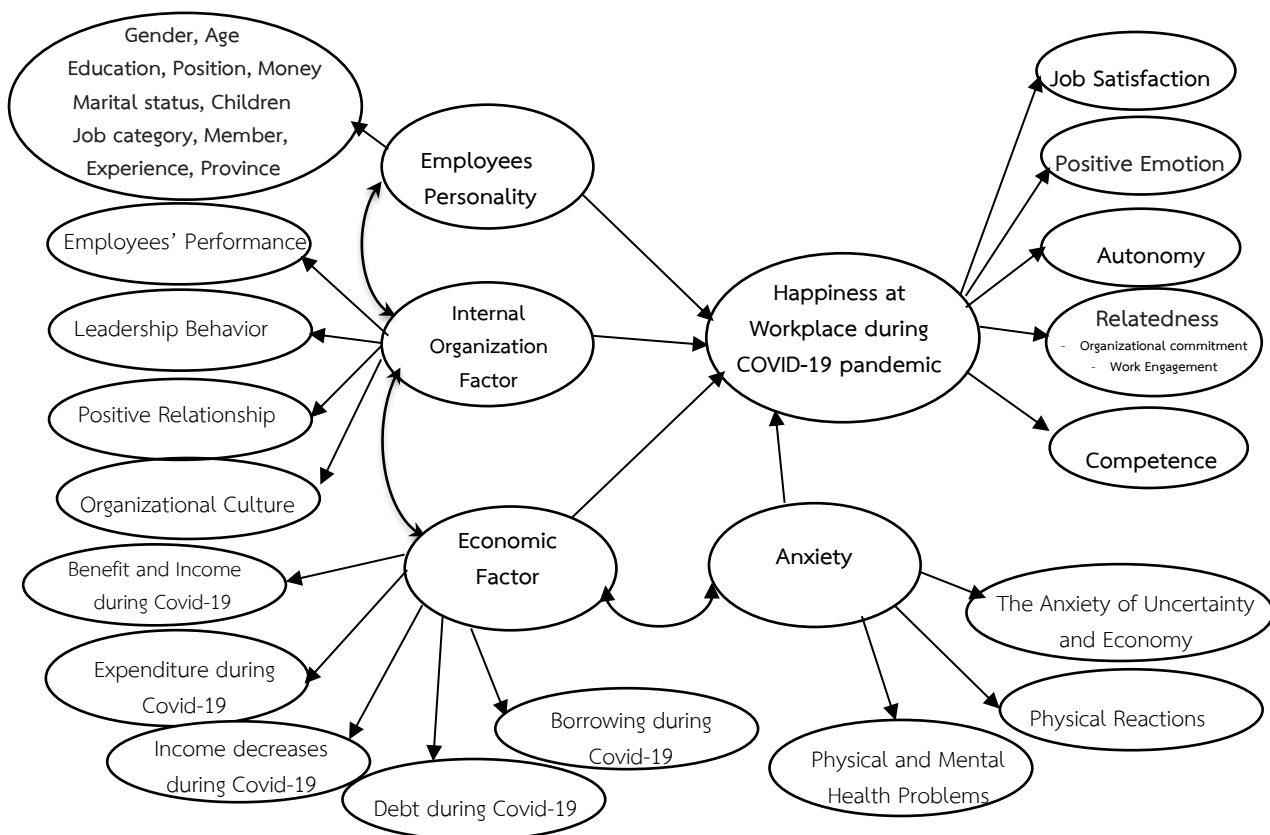


Figure1: Conceptual framework for workplace happiness during COVID-19 pandemic and the predictors

4. Method

The method of this paper uses content analysis and study of the literature of collect the data, the information with are related to the happiness at workplace. Through the literature studies, the writer studied the meaning of happiness at the workplace in the company, cause and problem found. The writer takes the source and reviews many written sources from journals, articles, books, and all supporting references for writing the paper. The output of this literature study is the collection of contents that are relevant to the problems studied.

5. Conclusion

The COVID-19 pandemic has affected people, economies, and societies in every respect. The increasing numbers of COVID-19 cases and deaths day by day, extended lockdowns, essential restrictions on public life, and an economic decline are likely to affect personal well-being and mental health negatively. This study explored the research related to the factors affecting happiness at the workplace of company staff in the COVID-19 period. The aim is to



bring coherence to the academic and policy debate and aid further research. In syntheses, happiness at the workplace of the documentaries review conducted above, the conclusions can show:

1) Based on Myers & Diener (1995); Fisher (2010); Diener et al.(1999); Conzo et al. (2017); Diener, Lucas & Oishi (2005), happiness can be defined as the experience of positive feelings and a sense of satisfaction with life as a whole that includes job satisfaction, autonomy, relatedness that include organizational commitment and work engagement, competence, and positive emotion while working.

2) The previous research results illustrate the importance of organizational factors: employees' performance, leadership behavior, positive relationship, and organizational culture are strongly associated with employees' happiness.

3) Anxiety such as uncertainty and economy, physical and mental health problems, and physical reactions (Trougakos, Chawla, and McCarthy, 2020; Giorgi, Lecca, Leon-Perez, Pignata, Topa, Mucci, 2020) will affect the happiness of the staff's workplace in the COVID-19 pandemic.

4) Economic factors, in this research, the scope of financial parameters for staff firm in the COVID-19 epidemic, including income and benefit during COVID-19, income decreases during COVID-19, expenses during COVID-19 (for example food, personal fees, laundry, electricity, water, gas, beauty, travel, education, health, and social expenses). Debts during the COVID-19 pandemic (for instance house debt, car debt, labor debt, credit card bill, and other costs). Company staff borrowing during COVID-19 (borrowing / no-borrowing) and debt from borrowing during COVID-19.

5) Difference personal trait: gender, age, education, position, organization, province et al. will correlate work happiness also (Diner et al., 1999; Januwarsono, 2015; Wok & Hashim, 2015).

The findings will help to plan for the situation of company workers during the COVID-19 outbreak. And to provide relevant agencies and the government to take measures to solve problems correctly and efficiently to help reduce problems or quit a job, no motivation to work and increase happiness at work in the future.

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