

Employee Happiness Model: A Case Study of a Hotel in Phuket Province

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### Abstract

**Purpose:** This research examines factors affecting workplace happiness, compares demographic factors and employee well-being relationships with workplace happiness, investigates BAMBA Model factors influencing workplace happiness, and explores approaches for developing happy workplaces in hotels.

**Methodology:** This quantitative study surveyed 113 hotel employees in Phuket Province using online questionnaires through convenience sampling. Data were analyzed using descriptive statistics, one-way ANOVA (t-test, F-test), and multiple regression analysis.

**Results:** (1) Demographic factors (gender, age, marital status, education, income, tenure) showed no significant effect on workplace happiness. (2) Work environment significantly influenced workplace happiness (coefficient 0.821), with one-unit increase in work environment producing 0.501-unit (50.1%) increase in happiness. (3) Three BAMBA Model factors significantly affected happiness: organizational culture (79.1%), mastery in job performance (75.3%), and job autonomy (65.6%), demonstrating that these factors enhance work efficiency and happiness when properly developed.

**Keywords:** *BAMBA Model, Employee Well-Being, Happy Workplace*

### Introduction

In today's business environment, characterized by intense competition, organizations strive to develop themselves to enhance work efficiency and achieve sustainable organizational advancement. "Personnel" is considered a core component capable of creating competitive advantages, as it represents the heart of all operational systems—an aspect many organizations often overlook (Pitchaya Nilrungrattana, 2019). A good organization comprises not only executives or quality resources alone but also requires employees who work effectively and efficiently. Therefore, it can be stated that the sustainability indicator for employee groups within an organization depends on the quality of human resource allocation within the organization, which must primarily consider the well-being of organizational members (Boontawan Wingwon & Wilaiporn Thaweelapphanathong, 2021). Human resources departments must give significant importance to this aspect because healthy employees naturally result in good performance.

## Research Objectives

- 1) To examine and compare workplace happiness (Happy Workplace) classified by demographic characteristics
- 2) To investigate the influence of Employee Well-Being and BAMBA Model factors on workplace happiness (Happy Workplace)
- 3) To propose strategic approaches for creating workplace happiness (Happy Workplace)

## Theoretical Background and Review of Literature

### Employee well-being Concepts and Theories

Employee well-being has emerged as a critical factor in organizational success, with recent research identifying career advancement, compensation, social dynamics, and work environment as key determinants. Career growth opportunities and skills development programs significantly associate with workplace happiness, organizational engagement, and job satisfaction (Singh, Taruna, & Sharma, 2023; Muppidi & Manoharan, 2025). Compensation fairness and comprehensive benefits positively affect happiness and reduce turnover, with stability measures having more sustainable effects than short-term financial incentives (Jaswal, Sharma, Bhardwaj, & Kraus, 2024; Soumya & Warriar, 2024). Social support from colleagues and high-quality Leader-Member Exchange relationships powerfully influence happiness, with open communication culture creating psychological safety that facilitates positive emotions (Singh et al., 2023; Jaswal et al., 2024). Organizational culture supporting growth, fairness, and recognition connects strongly with happiness and work engagement (Sam, Isa, Siqi, Palpanadan, Hong, & Luan, 2024). Flexible work arrangements, including hybrid and new ways of working, increase engagement which mediates between flexibility and both happiness and work performance (Sam et al., 2025; Sushmitha & Murthy, 2025; Dubey, Pathak, Anant, & Sahu, 2025). Contemporary research establishes that organizations can actively shape employee happiness through comprehensive policies addressing career development, fair compensation, supportive relationships, and flexible work environments simultaneously.

### BAMBA Model Concepts and Theories for Creating Workplace Happiness

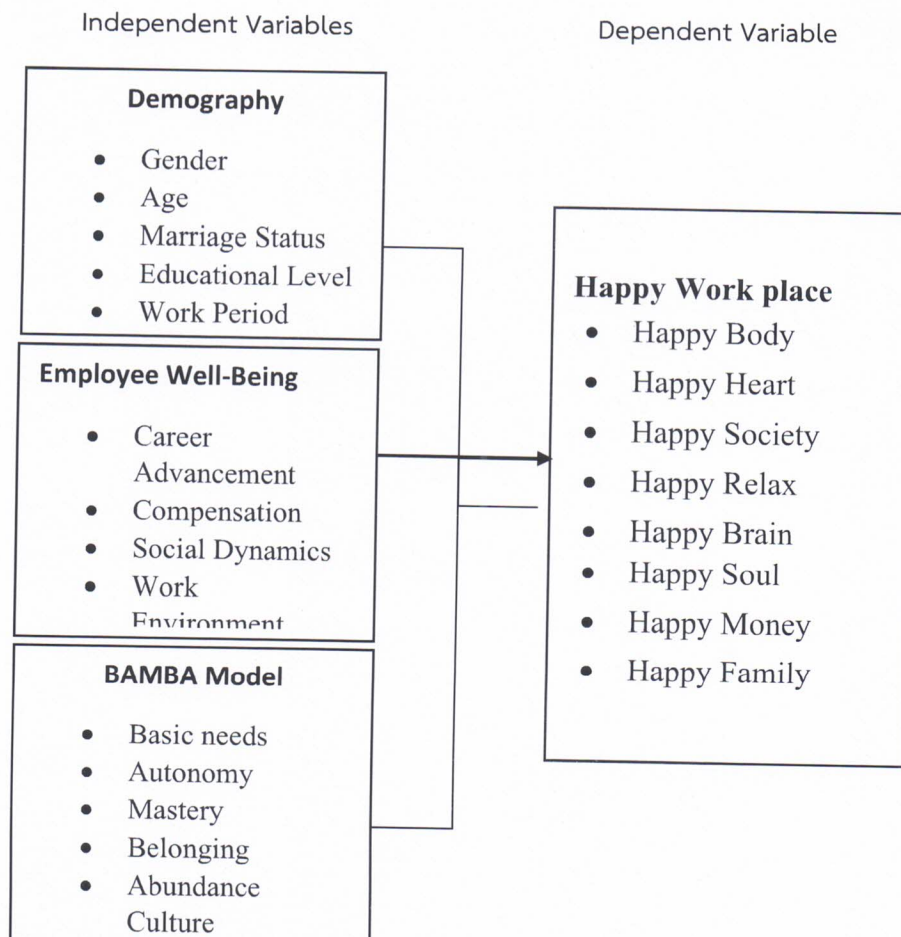
The BAMBA Model represents a concept developed by Raj Raghunathan, a business professor and author of the happiness-related book "If You're So Smart, Why Aren't You Happy?" If executives or HR professionals focus on these elements, they can increasingly create employee happiness. Each component has the following meanings: B – Basic needs: The most fundamental work requirements, including physical and emotional needs, such as whether salary is sufficient for expenses, whether work seating is ergonomically appropriate, whether office atmosphere is open and comfortable, etc. A – Autonomy: Freedom in work without being controlled. This freedom encompasses not only physical aspects but also freedom to express opinions. M – Mastery: Expertise in work, particularly expertise arising from work one enjoys rather than merely following orders. This promotes enthusiasm and career growth; organizations should therefore encourage skill learning. B – Belonging: Being part of the workplace. Since humans are social beings, feelings of alienation significantly harm mental states, especially during work-from-home periods when maintaining relationships becomes difficult. As many say, most people don't quit because of work but because of people. A – Abundance Culture: Complete

organizational culture. Sometimes creating small cultural elements can produce great changes. For example, Campbell Soups' CEO wrote five thank-you cards daily throughout their career, thanking over 30,000 employees, transforming the organization from facing problems to successfully surpassing competitors in sales.

### Happy Workplace Concepts and Theories

The Happy Workplace concept emphasizes human happiness management, focusing on balance between personal, family, and societal happiness through eight principles: Happy Body – Good Health: Having strong physical and mental health, free from common illnesses. Happy Heart – Kind Spirit: Possessing mutual generosity, including appreciation and understanding of others. Happy Relax – Relaxation: A stress-free state affecting personal and work life, with adequate rest, good mood, and cheerfulness. Happy Brain – Knowledge Seeking: Continuous desire to seek new knowledge or skills to develop oneself toward greater professionalism. Happy Soul – Moral Virtue: Having a good heart according to moral principles, fear of committing sins, and meditation for peaceful spirituality. Happy Money – Debt Freedom: Having stable income and expenses, capable of appropriately managing finances, knowing how to save and invest to create good future returns. Happy Family – Good Family: Having warm family relationships filled with happiness, without work encroaching on family time. Happy Society – Good Society: Jointly creating good society and community in terms of mutual relationships, capable of trusting each other with love and unity.

### Conceptual Framework



## Research Hypothesis

H1: There are significant differences in Happy Workplace levels across different demographic variables

H2: Employee Well-Being has a significant positive influence on Happy Workplace.

H3: BAMBA Model factors significantly influence Happy Workplace.

## Research Methodology

This quantitative research employed online questionnaires as data collection instruments targeting employees at a hotel in Phuket Province.

The research population consisted of employees at a hotel in Phuket Province. Simple random sampling determined sample size according to Krejcie & Morgan's (1970, p.608) sample size determination table, yielding 113 samples (data as of February 20, 2025).

The data collection instrument utilized a Likert scale questionnaire dividing opinion levels into five levels. Validity was verified through content validity using the IOC technique, and reliability was determined using the coefficient method with an average value of 0.97.

Researchers collected data using online questionnaires from 113 employees at a hotel in Phuket Province.

Data analysis and statistical methods involved organizing collected data through coding and processing with computer software to obtain various statistics including frequency distribution, percentages, frequencies, means, standard deviations, one-way ANOVA (t-test, F-test), and multiple regression analysis.

## Findings

### General Information of Respondents

Preliminary general respondent information revealed that the majority were female (68 people, 60.2%), aged under 25 years (94 people, 83.2%), predominantly single (105 people, 92.9%), with bachelor's degree education level (66 people, 58.4%), earning below 15,000 baht (70 people, 61.9%), and having 1-3 years of work experience (49 people, 43.4%).

### Employee Well-being Findings

Analysis of means and standard deviations regarding Employee Well-being overall and by dimensions found overall levels were high ( $\bar{x} = 4.18$ , S.D. = .892). Examining individual dimensions ranked by highest mean values: Rank 1 - Career advancement ( $\bar{x} = 4.25$ , S.D. = .862); Rank 2 - Social aspects or teamwork ( $\bar{x} = 4.19$ , S.D. = .886); and Rank 3 - Work environment ( $\bar{x} = 4.17$ , S.D. = .910) respectively (Table 1).

**Table 1: Means and Standard Deviations of Employee Well-being Overall**

Items	$\bar{x}$	S.D.	Level
Career Advancement	4.25	.862	High
Compensation	4.12	.909	High
Social Dynamics	4.19	.886	High
Work Environment	4.17	.910	High
<b>Overall mean</b>	<b>4.18</b>	<b>.892</b>	<b>High</b>

### Happiness Creation Model Findings

Analysis of means and standard deviations regarding happiness creation factors in the BAMBA Model overall and by dimensions found overall levels were high ( $\bar{x} = 4.23$ , S.D. = .859). Examining individual dimensions ranked by highest mean values: Rank 1 - Belonging in the workplace ( $\bar{x} = 4.28$ , S.D. = .867); Rank 2 - Mastery in job performance ( $\bar{x} = 4.27$ , S.D. = .770); and Rank 3 - Organizational culture ( $\bar{x} = 4.22$ , S.D. = .909) respectively (Table 2).

**Table 2: Means and Standard Deviations of BAMBA Model Overall**

Items	$\bar{x}$	S.D.	Level
Basic needs (B)	4.21	.885	High
Autonomy (A)	4.15	.913	High
Mastery (M)	4.27	.770	High
Belonging (B)	4.28	.867	High
Abundance Culture (A)	4.22	.909	High
<b>Overall mean</b>	<b>4.23</b>	<b>0.859</b>	<b>High</b>

### Happy Workplace Findings

Analysis of means and standard deviations regarding Happy Workplace factors overall and by dimensions found overall levels were very high ( $\bar{x} = 4.25$ , S.D. = .846). Examining individual dimensions ranked by highest mean values: Rank 1 - Happy Society ( $\bar{x} = 4.33$ , S.D. = .778); Rank 2 - Happy Soul ( $\bar{x} = 4.31$ , S.D. = .834); and Rank 3 - Happy Heart ( $\bar{x} = 4.31$ , S.D. = .807) respectively (Table 3).

**Table 3:** Means and Standard Deviations of Happy Workplace Factors Overall

Items	$\bar{x}$	S.D.	Level
Happy Body	4.12	.939	High
Happy Heart	4.31	.807	High
Happy Relax	4.26	.813	High
Happy Brain	4.25	.885	High
Happy Soul	4.31	.834	High
Happy Money	4.16	.851	High
Happy Family	4.29	.860	High
Happy Society	4.33	.778	High
Overall mean	4.25	.846	High

#### Comparison of Differences Between Demographic Factors and Happy Workplace

Regarding demographic factors related to employee work duration, with Sig. value equal to 0.033, which is less than 0.05, the established hypothesis was accepted, meaning that different work durations affect Happy Workplace creation in the Happy Body dimension differently (Table 4). However, demographic factors regarding gender of hotel employees, analysis using t-test statistical testing at 0.05 significance level showed consistent directions without differences, thus not affecting Happy Workplace creation. Demographic factors including age, income, marital status, and education level of hotel employees, analyzed using one-way ANOVA statistics at 0.05 significance level, showed consistent directions without differences, thus not affecting Happy Workplace creation.

**Table 4:** Comparison of Demographic Factor Differences Affecting Employee Well-being (by dimension)  
Classified by Work Duration Using One-way ANOVA Statistics

Items		SS	Df	MS	F	P-VALUE
Happy body	Within group	6.278	4	1.570	2.717	.033*
	Between group	62.387	108	.578		
Happy heart	Within group	3.698	4	.925	1.892	.117
	Between group	52.772	108	.498		
Happy relax	Within group	2.500	4	.625	1.257	.291
	Between group	53.682	108	.497		
Happy brain	Within group	2.499	4	.625	1.007	.407
	Between group	66.961	108	.620		
Happy soul	Within group	2.427	4	.607	1.148	.338
	Between group	57.099	108	.529		
Happy money	Within group	4.371	4	1.039	1.999	.100
	Between group	59.033	108	.547		
Happy family	Within group	4.121	4	1.030	1.760	1.142
	Between group	63.229	108	.585		
Happy society	Within group	2.506	4	.627	1.343	.259
	Between group	50.379	108	.466		

#### Employee Well-being Positive Influence on Workplace Happiness Findings

Multiple regression analysis between hotel employee workplace happiness creation (Y1) and work environment (X4) revealed that factors in creating hotel employee workplace happiness can be analyzed at 67.1%:  $Y1 = 1.098 + 0.501 (X4)$ , where Y1 represents Employee Well-being and X4 represents work environment dimension. The equation demonstrates that work environment influences hotel employee workplace happiness creation in the same direction with a coefficient of 0.674. When work environment increases by one unit, hotel employee workplace happiness increases by 0.671 units, meaning independent variables can predict hotel employee workplace happiness at 67.1%, while the remaining 32.9% results from other factors (Tables 5 and 6)

**Table 5: Summary of Multiple Correlation Coefficient Values**

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate
Career Advancement (X1)	.678	.460	.455	.49897
Compensation (X2)	.748	.559	.555	.45085
Social Dynamics (X3)	.738	.545	.541	.45795
Work Environment (X4)	.821	.674	.671	.38787

**Table 6: Multiple Correlation Coefficients Between Employee Well-being Influencing Hotel Employee Workplace Happiness**

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-VALUE
	B	Std. Error	Beta		
Constant	1.098	.215		5.144	.000
Career Advancement (X1)	.021	.088	.023	.238	.812
Compensation (X2)	.135	.100	.157	1.354	.178
Social Dynamics (X3)	.143	.092	.163	1.555	.123
Work Environment (X4)	.501	.087	.581	5.733	.000*

### **BAMBA Model Positive Influence on Workplace Happiness Findings**

Multiple regression analysis between hotel employee workplace happiness creation (Y1) and the BAMBA Model revealed relationships with A-Abundance Culture (organizational culture dimension, X5), followed by M-Mastery (mastery in job performance dimension, X3), and A-Autonomy (autonomy in job performance dimension, X2), capable of analyzing factors in creating hotel employee workplace happiness at 79.1%, 75.3%, and 65.6% respectively. The equation can be written as:  $Y1 = 0.643 + .497(X5) + 0.367(X3) + 0.191(X2)$ .

The BAMBA Model A-Abundance Culture (organizational culture dimension, X5) influences hotel employee workplace happiness creation in the same direction with a coefficient of 0.890. When A-Abundance Culture (organizational culture dimension) increases by one unit, hotel employee workplace happiness increases by 0.791 units, meaning independent variables can predict hotel employee workplace happiness at 79.1%, while the remaining 49.9% results from other factors.

Additionally, the BAMBA Model M-Mastery (mastery in job performance dimension, X3) influences hotel employee workplace happiness creation in the same direction with a coefficient of .755. When M-Mastery (mastery in job performance dimension) increases by one unit, hotel employee workplace happiness increases by 0.753 units, meaning independent variables can predict hotel

employee workplace happiness at 75.3%, while the remaining 24.7% results from other factors. Moreover, the BAMBA Model A-Autonomy (autonomy in job performance dimension, X2) influences hotel employee workplace happiness creation in the same direction with a coefficient of .659. When A-Autonomy (autonomy in job performance dimension) increases by one unit, hotel employee workplace happiness increases by 0.656 units, meaning independent variables can predict hotel employee workplace happiness at 65.6%, while the remaining 34.4% results from other factors (Tables 7 and 8).

**Table 7:** Summary of Multiple Correlation Coefficient Values

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate
Basic needs (B) (X1)	.753	.567	.563	.44690
Autonomy (A) (X2)	.812	.659	.656	.39655
Mastery (M) (X3)	.869	.755	.753	.33612
Belonging (B) (X4)	.782	.612	.608	.42330
Abundance Culture (A) (X5)	.890	.792	.791	.30938

**Table 8:** Multiple Correlation Coefficients Between BAMBA Model Influencing Hotel Employee Workplace Happiness

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-VALUE
	B	Std. Error	Beta		
Constant	.643	.169		3.814	.000
Basic needs (B) (X1)	.130	0.75	.151	1.724	0.88
Autonomy (A) (X2)	.191	0.69	.226	2.789	.006*
Mastery (M) (X3)	.367	0.87	.361	4.221	.000*
Belonging (B) (X4)	0.70	.079	-.083	-.883	.379
Abundance Culture (A) (X5)	.497	.078	.594	6.358	.000*

## Conclusion, Discussion, and Recommendation

### Conclusion

Research studying "Employee Happiness Creation Model: A Case Study of a Hotel in Phuket Province" found that work duration represents the only demographic factor significantly affecting workplace happiness in the Happy Body dimension, while other demographic factors showed no effect on workplace happiness. Regarding Employee Well-being, work environment positively influenced workplace

happiness, predicting happiness at 67.1%. Therefore, hotels need to improve work environments, such as good work atmosphere and flexible work arrangements. For the BAMBA Model, three factors highly influenced workplace happiness creation: organizational culture dimension, mastery in job performance dimension, and autonomy in job performance dimension. These three factors enhance work efficiency leading to happiness, while other factors affect happiness to a lesser degree. Therefore, hotels need to develop employee work quality further, including relaxed work arrangements and continuously modernize organizational culture. These research findings align with previous research finding these factors relate to hotel employee workplace happiness at similar levels.

## Discussion

Research studying "Employee Happiness Creation Model: A Case Study of a Hotel in Phuket Province" can discuss research findings according to research hypotheses as follows:

### **Hypothesis 1 Testing Results: Demographic factors such as gender, age, income, marital status, education level, and work duration differences affect workplace happiness creation**

Regarding demographic factors related to employee work duration, with Sig. value equal to 0.033, which is less than 0.05, the established hypothesis was accepted, meaning different employee work durations affect Happy Workplace creation in the Happy Body dimension differently. For demographic factors regarding gender of hotel employees, analysis using t-test statistical testing at 0.05 significance level showed consistent directions without differences, thus not affecting Happy Workplace creation. Demographic factors including age, income, marital status, and education level of hotel employees, analyzed using one-way ANOVA statistics at 0.05 significance level, showed consistent directions without differences, thus not affecting Happy Workplace creation. This aligns with research by Chatchai Laokhetkij and Boonyarat Samphanwatthanachai (2020) studying "Influence of Work Duration on Organizational Happiness of Hotel Employees," which found work duration significantly relates to physical health happiness (Happy Body) levels at 0.05 significance level.

### **Hypothesis 2 Testing Results: Employee Well-being positively influences workplace happiness**

Multiple regression analysis between Employee Well-being dimensions—career advancement, salary and compensation, social aspects or teamwork, and work environment—influencing hotel employee workplace happiness creation (Y1) revealed relationships with work environment (X4), capable of analyzing factors in creating hotel employee workplace happiness at 67.1%. Work environment influences hotel employee workplace happiness creation in the same direction with a coefficient of 0.674. When work environment increases by one unit, hotel employee workplace happiness increases by 0.671 units, meaning independent variables can predict hotel employee workplace happiness at 67.1%, while the remaining 32.9% results from other factors. This aligns with research by Kim et al. (2021) studying the impact of work environment on South Korean hotel employee happiness and efficiency, finding work environment could predict workplace happiness at 63.8%.

### **Hypothesis 3 Testing Results: BAMBA Model positively influences workplace happiness**

Analysis revealed the BAMBA Model influences hotel employee workplace happiness creation, with three factors affecting happiness creation: mastery in job performance dimension (X3) at 75.3%, organizational

culture dimension (X5) at 79.1%, and autonomy in job performance dimension (X2) at 65.6%. These three factors enhance work efficiency creating happiness if hotels pay attention to and develop management in these areas for employees, while other factors provide minor support. This aligns with research by Naphaporn Chanchay and Wiroj Chetadalak (2021) studying "Relationships Between Work Expertise, Organizational Culture, and Work Autonomy Affecting Hotel Business Employee Happiness," finding work expertise (74.2%), organizational culture (78.9%), and work autonomy (65.1%) positively relate to workplace happiness.

## Recommendation

### Research Recommendations

1. From studying operational-level employees at a hotel in Phuket Province based on questionnaire data, sample groups showed consistent directions regarding gender, age, income, marital status, education level, and work duration differences not affecting employee workplace happiness, representing positive findings.

2. Research found work-related factors regarding work environment affect operational-level hotel employee workplace happiness. Therefore, hotels need to improve work environments, such as good work atmosphere and flexible work arrangements.

3. Research found workplace happiness creation factors in the BAMBA Model—mastery in job performance dimension, organizational culture dimension, and autonomy in job performance dimension—all three dimensions affect operational-level hotel employee workplace happiness creation. Therefore, hotels need to develop employee work quality further, including relaxed work arrangements, and continuously modernize organizational culture.

### Recommendations for Future Research

1. Future research should conduct qualitative research alongside quantitative research to provide opportunities for operational-level hotel employees to express opinions regarding causes potentially creating factors in employee workplace happiness creation more extensively and achieve better research results.

2. Future research should study diverse target groups additionally, such as all hotel employee levels, to obtain diverse data enabling comparisons revealing different workplace happiness creation factors according to different target groups.

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