

ผลของจิตวิญญาณในที่ทำงาน ทูทางจิตวิทยาและการรับรู้การสนับสนุนของ  
องค์กร ที่มีต่อความสุขในการทำงาน ผ่านทางความยึดมั่นผูกพันในงาน  
ความสมดุลระหว่างชีวิตและการทำงาน และความพึงพอใจในวิชาชีพ  
ในกลุ่มพยาบาล กรุงเทพมหานคร

The Impact of Workplace Spirituality, Psychological Capital,  
and Perceived Organizational Support on Happiness at Work:  
The Mediating role of Work Engagement, Work-Life Balance,  
and Career Satisfaction, among Nurses in Bangkok.

พีรพัฒน์ ถวิลรัตน์

\* อาจารย์และนักจิตวิทยาการศึกษา วิทยาลัยแสงธรรม

ดร.ชานโตส โมहनัน

\* อาจารย์ประจำภาควิชาจิตวิทยาการศึกษา มหาวิทยาลัยอัสสัมชัญ

Pirapat Thawinratna

\* Lecturer and counseling psychologist, Saengtham College.

Dr.Santhosh Mohanan

\* Lecturer of Graduate School of Counseling Psychology, Assumption University.

ข้อมูลบทความ

\* รับบทความ 11 พฤษภาคม 2566

\* แก้ไข 3 กรกฎาคม 2566

\* ตอรับบทความ 5 กรกฎาคม 2566

## บทคัดย่อ

ความสุขในการทำงานได้กลายเป็นหัวข้อสำคัญขององค์กร รวมถึงองค์กรด้านสุขภาพ การศึกษาวิจัยครั้งนี้ มีวัตถุประสงค์หลักเพื่อศึกษาถึงผลของจิตวิญญาณในที่ทำงาน ทูทางจิตวิทยาและการรับรู้การสนับสนุนขององค์กร ที่มีต่อความสุขในการทำงาน ผ่านทางความยึดมั่นผูกพันในงาน ความสมดุลระหว่างชีวิตและการทำงาน และความพึงพอใจในวิชาชีพ ในกลุ่มพยาบาลวิชาชีพที่ทำงานในโรงพยาบาลเอกชน กลุ่มตัวอย่างมาจากพยาบาลวิชาชีพจำนวน 400 คน เครื่องมือในการเก็บรวบรวมข้อมูล คือ แบบสอบถาม และใช้การวิเคราะห์สมการโครงสร้าง (SEM) ทดสอบความสัมพันธ์เชิงสาเหตุระหว่างตัวแปรที่ศึกษา ผลการศึกษาพบว่า รูปแบบที่นำเสนอมีความสอดคล้องกับข้อมูลเชิงประจักษ์ ( $X^2$  (df) = 18.42(4) NFI = 0.98 CFI = 0.99 GFI = 0.99) แสดงว่าจิตวิญญาณในที่ทำงาน ทูทางจิตวิทยาและการรับรู้การสนับสนุนขององค์กรส่งผลต่อความสุขในการทำงาน ผ่านทางความยึดมั่นผูกพันในงาน ความสมดุลระหว่างชีวิตและการทำงานและความพึงพอใจในวิชาชีพ

**คำสำคัญ:** ความสุขในการทำงาน  
จิตวิญญาณในที่ทำงาน  
ทูทางจิตวิทยา  
การรับรู้การสนับสนุนขององค์กร  
พยาบาล

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## Abstract

Happiness at work has been raised as an important topic for organizations, including health organizations. This study examined the psychological mechanisms involved in the Thai registered nurses' happiness at work. The purpose of this study was to examine the impact of workplace spirituality, psychological capital, and perceived organizational support on happiness at work among Thai registered nurses in Bangkok, which is mediated by work engagement, work-life balance, and career satisfaction. The sample consisted of 400 registered nurses conveniently selected from 6 private hospitals in Bangkok. Valid and reliable questionnaires were used to measure the variables. The proposed causal relations among these variables were tested applying structural equation modeling. The results  $\chi^2 (df) = 18.42(4)$  NFI = 0.98 CFI = 0.99 GFI = 0.99). The effect of workplace spirituality, psychological capital, and perceived organizational support, on happiness at work were found to be mediated by work engagement, work-life balance, and career satisfaction. The finding provide insight into the significant psychological variables and their casual paths that lead to the Thai nurses' happiness at work. The findings and its implications along with the study limitations are discussed in this paper.

**Keywords:** Happiness at work  
Workplace spirituality  
Psychological capital  
Perceived organizational support  
Nurses

## Introduction

Happiness is widely regarded as the ultimate objective in life for most individuals (Saiga & Yoshioka, 2021). Given that a significant portion of one's daily activities is devoted to work, the correlation between employment and personal happiness is particularly noteworthy (Fisher, 2010). Individuals who experience frequent feelings of happiness are more inclined to actively pursue and strive for new professional goals, potentially leading to improved employment outcomes (Fredrickson, 2001).

One profession that carries substantial responsibility for patient care is nursing. Several studies have indicated that the job satisfaction of nurses can significantly impact the quality of care provided to patients. Dissatisfied nurses may develop depressive symptoms (Letvak et al., 2012; McHugh et al., 2011), leading to medication errors, fear, anxiety, feelings of hopelessness (Best & Thurston, 2004; Sofie, Belza, & Young, 2003), burnout, and even attrition from the profession. Moreover, the satisfaction levels of nurses can affect the well-being of those around them (McHugh et al., 2011; Kose et al., 2018). Loukzadeh and Bafrooi (2013) found that happy nurses are more likely to engage in their professional nursing practice, exhibit creativity in their work, and contribute to organizational performance. Intrinsic motivators, such as satisfaction and a sense of fulfillment, play a crucial role in nurses' commitment to their careers.

While happiness at work has gained significant attention within organizations, there is still a paucity of studies focusing on this topic, particularly concerning registered nurses in Thailand. Only a limited number of empirical studies have examined certain variables that contribute to happiness, such as workplace spirituality, psychological capital, and perceived organizational support.

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Workplace spirituality, psychological capital, and perceived organizational support are important factors influencing happiness at work, particularly for registered nurses. While spirituality has been recognized as a crucial aspect of Thai culture and daily life, empirical studies specifically exploring the impact of spirituality on nurses' happiness at work in Thailand are still limited. Meanwhile, psychological capital and perceived organizational support have consistently demonstrated positive associations with happiness at work in various research studies (Basinska and Rozkwitalska, 2020; Malik, 2013).

In addition to the previously mentioned factors, there are other variables associated with happiness at work. Work engagement has emerged as a significant concept in mental health research, with studies demonstrating its positive relationship with feelings of pride, reward, happiness, well-being, and favorable work-related behaviors (Bailey et al., 2017).

Work-life balance is another crucial variable linked to happiness at work, as employees often struggle to maintain equilibrium between their professional and personal lives. It has gained substantial importance in recent years (Gayathri & Sajeethkumar, 2019). Achieving work-life balance not only benefits employees but also contributes to positive organizational outcomes (Gayathri & Sajeethkumar, 2019).

Furthermore, career satisfaction, which refers to an individual's perception of their career success, is an intriguing variable associated with happiness at work. It encompasses positive effects on employees' attitudes and behaviors in the workplace. However, the existing knowledge regarding the relationship between career satisfaction and happiness at work among registered nurses remains limited.

Therefore, the objective of this research is to investigate the positive factors specifically, workplace spirituality, psychological capital, perceived organizational support, work engagement, work-life balance, and career satisfaction that influence happiness at work among registered nurses in Bangkok.

### **Purpose of the study**

The main purpose of the current study is to investigate the impact of workplace spirituality, psychological capital, and perceived organizational support on happiness at work among Thai registered nurses in private hospitals in Bangkok, mediated by work engagement, work-life balance, and career satisfaction.

### **Literature Review**

Working is an important factor in human life as it relates to many dimensions of a person's existence, for example, social relationships, economic status, career success, self-esteem, physical health, etc. Therefore, it cannot be denied that working is closely related to employees' happiness. Happiness at work is defined as an attitude of feeling about something that leads to behavior and consists of three dimensions: engagement, job satisfaction, and affective organizational commitment (Salas-Vallina et al., 2017a).

Although happiness at work has become an important topic for organizations, there is still a limited number of studies on this topic, especially on registered nurses in Thailand. Among the studies that examined some pro-happiness variables, for example, workplace spirituality, psychological capital, and perceived organizational support, only a small number were conducted with empirical data.

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Since Mary Parker Follett presented the need for concentrating on the spiritual life of a person in the workplace in 1924 many scholars have attempted to study, define, and measure this variable (Petchsawang & Duchon, 2009; Sheng & Chen, 2012; Shrestha, 2016). The growing number of research studies, scholarly publications, and academic conferences on this issue indicated that workplace spirituality is not only worthy of further research but also inspires and fulfills nurses' happiness at work (Komala & Ganesh, 2007). The definition of workplace spirituality is a feeling of connection with and having compassion toward others, an experience of inner mindfulness in the pursuit of meaningful work that enables transcendence (Petchsawanga & Duchon, 2009).

Psychological capital is defined as a person's positive psychological state of development consisting of four positive psychological resources, with the acronym "HERO": hope, efficacy, resilience, and optimism. (Luthans et al., 2007). Some researchers have found that each component of psychological capital has a positive impact on happiness at work (Luthans & Avolio, 2009; Malik, 2013).

Perceived organizational support is an important factor that impacts employees' satisfaction. Some studies found that employees with a higher perception of organizational support had better feelings about work and pleasure at work (Rhoades & Eisenberger, 2002), increased work engagement (Eisenberger, Malone & Presson, 2016), and developed relationships with others in the workplace (Ekowati & Andini, 2008).

Work engagement is a psychological concept opposite of burnout. It is defined as a positive work-related mind characterized by vigor, absorption, and dedication. Vigor reflects the level of energy and mental resilience of workers while they are working (Schaufeli & Bakker, 2004). Past studies found

that this variable can enhance the quality of care in nursing service (García-Sierra et al., 2016), work happiness, and job performance, while reducing turnover intention (Salanova et al., 2011).

Work-life balance is a daily effort to have time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities in addition to the demands of the workplace (Shankar et al., 2016). Work-life balance is regarded as an important issue for policymakers, HR managers, and employees (Agha et al., 2017)

A career is an important dimension in life. It is considered to be a part of life, not just a job. Career satisfaction is defined as the perceptions of employees about their satisfaction with their overall career goals, goals for income, goals for advancement, and goals for developing new skills. This variable reflects the happiness from work or career that employees do every day and has been found to be associated with happiness at work (Drela, 2018).

## Methodology

The current study applied a quantitative research design. This research used correlation-covariance techniques through path analysis with the use of Structural Equation Modeling (SEM).

### Participants

The participants in this study were 400 registered nurses who work in private hospitals in Bangkok, and are willing to join this research. The researcher selected the participants for this study by using convenience sampling as the sampling technique. The participants in this study were male:  $n = 22$ , 5.5%, and female:  $n = 378$ , 94.5%. Their ages ranged 22 years to 62 years, with a mean age of 33.63 years. Their job experience ranged 1 year to 40 years, with a mean job experience of 10.32 years.



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## Research Instrument

The research instrument utilized in this study comprised seven standardized questionnaires, which were in English and identical to the original instruments. These questionnaires underwent assessments for content, convergent, and discriminant validity. These questionnaires are as follows: Workplace Spirituality Scale (WPSS): This scale consists of 22 items, measured on a 5-point Likert scale. The Cronbach's alpha for this scale is 0.89. Psychological Capital Questionnaire (PCQ): Comprising 24 items, this scale uses a 6-point Likert-type scale for measurement. The scale exhibits a high reliability coefficient of 0.95. The survey of Perceived Organizational Support (SPOS): Consisting of 8 items, this scale employs a 7-point Likert scale for measurement. The Cronbach's alpha for this scale is 0.90. Career Satisfaction Scale (CSS): With 5 items, this scale uses a 5-point Likert scale for measurement. The Cronbach's alpha for this scale is 0.88. Work-Life Balance Scale (WLBS): Comprising 15 items, this scale uses a 5-point Likert scale for measurement. The reliability coefficient for this scale is 0.83. Work Engagement Scale (WES): Consisting of 9 items, this scale employs a 7-point Likert scale for measurement. The reliability coefficient for this scale is 0.90. Happiness at Work Scale (HAWS): With 9 items, this scale uses a 6-point Likert scale for measurement. The reliability coefficient for this scale is 0.91.

## Procedure

After the proposal of the researcher received approval from the ethical research committee, the 30 registered nurses from the private hospitals in Bangkok were invited to be participants in a pilot study for checking and confirming that the instrument was without errors and comprehension problems, before employing the instrument in the actual study. The participants were informed that their information will be kept in strict confidence,

using information for academic purposes and the right of withdrawing from the study without any penalty. Participants in this study completed a questionnaire voluntarily.

This study aimed to evaluate the impact of workplace spirituality, psychological capital and perceived organizational support toward happiness at work mediated by work engagement, work-life balance and career satisfaction. In order to fulfill these objectives, the model was developed in order to determine the efficacy in explaining the effects of workplace spirituality, psychological capital and perceived organizational support toward happiness at work. Multi-model path analysis via structural equation modeling (SEM) was employed to test the goodness of fit of the posited nested path model.



Figure 1 Full Path Model

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## Results

The Composite Reliability (CR) and Average Variance Extracted (AVE) values were used to identify the convergent validity. The discriminant validity was also investigated using the correlation among latent factors. The AVE values were greater than 0.5, and the CR values were greater than 0.6. The correlation coefficient between factors ranged from .323 to .716. These results suggested that all variables had satisfactory convergent and discriminant validity. The investigation results of the full path model found that there was a Chi-square value of 18.42,  $df = 4$ ,  $p < .001$ , The values of NFI, IFI, CFI, and GFI were 0.98, 0.99, 0.99, and 0.99, respectively. The results of the incremental fit indices (NFI, IFI, CFI, and GFI) indicated that the model fits the population covariance matrix well and supports the hypothesized structure of the posited full path model. Each factor significantly contributes to a positive enhancement of workplace happiness. Figure 2 presented the full path model with significant coefficients, and Table 1 presented the full path model fit statistics.

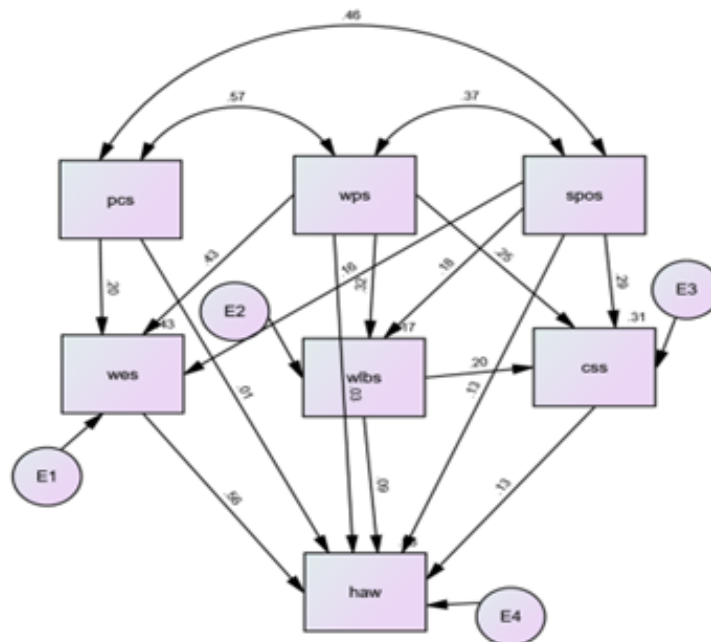


Figure 2 The Full Path Model with significant coefficients.

**Table 1** Full Path Model fit statistics

Model	$\chi^2$ (df)	P	NFI	IFI	CFI	GFI	RMSEA	RMR
Full path model	18.42 (4)	.001	0.98	0.99	0.99	0.99	0.09	0.02

## Discussion

The results of data analysis indicated that the model fits the population covariance matrix well and supported the hypothesized structure of the posited full path model. The effect of workplace spirituality, psychological capital, and perceived organizational support, on happiness at work were found to be mediated by work engagement, work-life balance, and career satisfaction.

The current study found workplace spirituality has an important role in having a direct and indirect effect on happiness at work. Workplace spirituality that promotes happiness can help people learn how to be happy, and work that is done flawlessly will also improve an organization's effectiveness (Dhamija, 2021). In addition, spirituality can improve a never give up attitude for employees, especially a group of nurses who work in difficult circumstances (Lazar, 2010, Laschinger, 2012). In Thai society, spirituality has long been an inherent part of the culture and daily living (Gray, 2010, Winzer & Gray, 2018).

From the current research, perceived organizational support had a significant positive effect ( $p < .001$ ) on work-life balance, career satisfaction, and work engagement. Happiness at work was affected significantly at 0.01 as well. This finding was consistent with previous studies that found a positive role of perceived organizational support in reducing emotional exhaustion of employees and providing guidance for autonomy (Chen & Eyoun, 2021), increasing the work-life balance (Gayathri & Sajeethkumar, 2019), career satisfaction (Drela, 2018) and work engagement (Saks, 2006).

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## Conclusion

The findings of this study indicate that this path model can potentially serve as a guide to enhance the happiness of registered nurses at work. Organizations should prioritize career satisfaction by offering opportunities for professional growth, recognizing and valuing nurses' contributions, and providing a supportive environment for career advancement. By incorporating these positive factors into their training programs, organizations can create a nurturing and fulfilling work environment that promotes happiness among registered nurses. Future studies should be conducted using a wider, more representative sample from a variety of provinces in Thailand to determine if the concepts can be generalized to general Thai private hospitals.

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ผลของจิตวิญญาณในที่ทำงาน พุนทางจิตวิทยาและการรับรู้การสนับสนุนขององค์กร ที่มีต่อความสุขในการทำงาน ผ่านทางความยืดหยุ่นผูกพันในงาน ความสมดุลระหว่างชีวิตและการทำงาน และความพึงพอใจในวิชาชีพ ในกลุ่มพยาบาล กรุงเทพมหานคร

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