

บทบาทของความสุขของพนักงานในการส่งผ่านอิทธิพลของรูปแบบ
ของผู้นำไปยังผลการปฏิบัติงานของพนักงาน:
การวิเคราะห์ด้วยโมเดลสมการโครงสร้าง
The Mediating Role of Worker's Happiness on the Relationship
between Leadership Styles and Worker's Performance:
An Analysis via Structural Equation Modeling

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งานวิจัยนี้มีเป้าหมายหลักเพื่อศึกษาบทบาทของความสุขในที่ทำงานในฐานะที่เป็นตัวแปรที่ส่งผ่านหรือเชื่อมโยงอิทธิพลของรูปแบบของผู้นำไปยังผลการปฏิบัติงานของพนักงาน โดยจำแนกพฤติกรรมของผู้นำตามทฤษฎีการผู้นำ (Leadership Grid) ของ Blake และ Mouton (1985) เก็บรวบรวมข้อมูลจากแบบสอบถามพนักงานองค์การเอกชนในเขตศูนย์กลางธุรกิจของกรุงเทพมหานคร วิเคราะห์ข้อมูลโดยใช้โมเดลสมการโครงสร้าง (Structural Equation Modeling, SEM) ศึกษาความสัมพันธ์ระหว่างตัวแปรในโมเดลเปรียบเทียบผลกระทบทางตรงระหว่างรูปแบบของผู้นำกับผลงานของพนักงาน และผลกระทบที่เชื่อมโยงโดยตัวแปรความสุขของพนักงาน ผลการวิเคราะห์พบว่าผู้ให้ข้อมูลมีระดับความสุขในที่ทำงานอยู่ในระดับสูง ความสุขในที่ทำงานมีผลต่อความสัมพันธ์ระหว่างรูปแบบของผู้นำและผลการปฏิบัติงานของพนักงาน โดยรูปแบบของผู้นำส่งผลต่อความสุขในที่ทำงานและความสุขในที่ทำงานทำให้พนักงานมีผลงานดีขึ้น ยกเว้นตัวแปร Impoverish Management Style ที่มีผลทางตรงในเชิงลบต่อผลการปฏิบัติงานของพนักงาน อย่างไรก็ตามอิทธิพลทางตรงนี้มีอำนาจการดำเนินต่ำกว่าอิทธิพลที่ส่งผ่านทางความสุขในที่ทำงาน รูปแบบผู้นำแบบอื่นมีอิทธิพลต่อผลงานโดยผ่านทางความสุขของพนักงาน ส่วนตัวแปร Middle-of-the-Road ไม่มีอิทธิพลต่อความสุขในที่ทำงานของพนักงาน

คำสำคัญ: ความสุขในที่ทำงาน รูปแบบของผู้นำ ผลการปฏิบัติงานของพนักงาน

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The Mediating Role of Worker's Happiness on the Relationship
between Leadership Styles and Worker's Performance:
An Analysis via Structural Equation Modeling

Abstract

Happiness in the workplace has become a globally discussed issue during this decade. Happiness is a preferred state of mind and is good for lives. Unfortunately, empirical study relating to the phenomenon is still sparse. This research project aims to investigate the relationship between Leadership styles and Worker's Performance mediated by Happiness. Leadership styles are categorized based on Blake and Mouton's leadership grid. Data were Collected from workers in private organizations in Bangkok's Central Business District. Five hundred and ninety five sets of usable questionnaire were returned. Structural Equation Modeling (SEM) statistical technique is utilized to analyze the relationships in the model. The data analysis reveals that Happiness mediates the relationship between Leadership Style and Worker's Performance. Data confirm that all relationships are mediated by Happiness. Task Management, Country Club, and Team Management Leadership Styles do not have direct relationship with worker's performance. Only Impoverish Leadership Style has both direct and indirect influences on workers' performance, however, the influence mediated by happiness is stronger. In addition, Impoverish style has a negative influence upon happiness. Middle-of-the-Road style does not influence happiness.

Keywords: Happiness in the workplace, Leadership Style, Performance

Introduction

Thailand has been addressing the importance of happiness by including this measure starting from the 8th National Economic and Social Development Plan which places human at the priority for national development since 1997 until now (Boonchit & Natenuj, 1998). Later, the United Nations has started to recognize the importance of happiness and published the World Happiness Report in 2012. Happiness or well-being of people is used as one of the measurements of a nation's development (Sustainable Development Solutions Network, 2016). It is suggested that happiness can indicate human welfare better than wealth or other indicators. Unfortunately, research on happiness is still sparse but is picking up momentum.

His Majesty King Bhumibol Adulyadej has long been working to create sustainable and real happiness among Thai people through the promotion of His Majesty's Philosophy of Sufficiency Economy (Chaipattana Foundation, 2016). In the same suit, His Majesty the King Jigme Singye Wangchuck of Bhutan proposed a balanced approach for economics and well-being of the people and uses Gross National Happiness as one of the sustainable development indicators of the country (The Centre for Bhutan Studies & GNH Research, 2016).

Happiness or well-being is a state of mind which people, normally, seek after. A happy workplace is suggested as an important motivator for performance. The concept of happy workplace starts to gain attention from practitioners and academe around the world in this decade. Unfortunately, empirical research in the area is scarce especially regarding the relationship between happiness and other organizational variables, in particular, workers' performance.

Organizations' competitive territory are expanding and crossing over each other more than ever before. Efficiency has become one of the most important performance indicators among modern organizations' key to survival. Innovations to improve efficiency are sought after which has brought about tremendous changes in the workplace. Workers have to evolve in the face of changes implemented in the workplace in all regards. The pressure for change induces stress upon workers. Stress is impairing happiness in the workplace around the world.

Leadership was reported as an important antecedent of performance (Biswas & Varma, 2011; Chen et al., 2015 Gadot, 2007); (Mastrangelo et al., 2014). Leaders have the responsibility to balance the concern for people and concern for task carefully (Boundless, 2016). Leaders are significant contributors toward followers' happiness because they have the influence on employees' flexibility and ability to accommodate changes (Tanchaisak, 2009). Workers' performance is likely to be related to happiness and satisfaction while leadership could influence happiness. Hence, this research project aims to investigate the mediating role of happiness in the link between leadership styles (Team Management, Task Management, Country Club Management, Impoverish Management, and Middle-of-the-road Management) and workers' performance.

Performance

Leaders have the responsibility to direct employees towards organizational goals effectively and efficiently (Kinicki & Williams, 2016). Employees' performance is crucial for organization's productivity. Carton (2004) concluded that performance is multidimensional. Baird (2017) also supports that multidimensional performance measures makes the measurement system more effective. Kaplan (2010) and Kaplan and Norton (2003) suggest that performance should include financial and non-financial aspects of work. Montague (1999) suggests the measurement of performance should include the consideration of inputs, outputs, and outcomes. Hence, worker's performance measurement in this study includes the dimensions of input, i.e., personal effort invested; output, i.e., the attainment of the organizational goals or effectiveness, quantity, and quality of work performed; and outcomes i.e., resource usage efficiency.

Happiness

Happiness is defined as the frequent or chronic positive feeling, infrequent negative feeling, and subjective well-being (Lyubomirsky et al., 2005). Wright and Cropanzano (2007) argues that happiness refers to psychological well-being. Baloch (2008) furthers that happiness is different from job satisfaction. Job satisfaction is defined as a workers' contentment with the job. Job satisfaction is influenced by cognitive evaluation of external motivators while happiness is related more to the psychological responses towards those motivators (Weiss, 2002). Warr and Clapperton (2009) stipulates that happiness is a feeling incurred in a person's mind in response to the external stimulus. Diener et al. (2015) defines subjective well-being or happiness as a person's assessment that their lives are desirable and well. In short, happiness refers to positive affect about lives.

Wealth alone can create a good life to a certain extent. Beyond that wealth has little effect on happiness. Layard (2005) reports that, among developed countries, although national income increased more than double from 50 years ago, people are not happier. Although, people in nations below the poverty line are less happy than people in nations above the poverty line, once the poverty line is crossed additional wealth is not associated with level of happiness anymore.

Happiness is an emotional state which, in the broader sense, covers the meaning of prosperity and well-being (Rogers, 2012). It implies the well-being in physical as well as moral and religion dimensions. A proper balance of monetary wealth and emotion is needed. Happiness contributes to a sustainable and well balanced standard of living. The trend of postmaterialistic world together with individualism makes people turn to concern with their own feelings more than ever before (Diener et al., 2009). A person experiences both positive and negative emotions but a happy person incurs positive emotions more often than negative emotions (Lyubomirsky et al., 2005).

Diener et al. (1999) describes that happiness is the feeling of contentment in work life in response to the experience a person has in his/her job. Happiness or well-being is classified into 4 categories: life satisfaction, satisfaction with important domains, positive affect and negative affect. reports the components of happiness in work include connections, love of the work, work achievement, and recognition. This research summarizes the variables in previous research into 4 dimensions of happiness namely: satisfaction in job, happiness in work relationships, quality of life and safety, and remuneration.

Happiness and performance

Happy workers are likely to be more cooperative to the organization and enthusiastic towards their work, hence resulting in higher productivity (Addady, 2015; Revesencio, 2015). Happy workers are motivated and productive in work (Acme Corp, 2013; Tanchaisak, 2005). Jeffrey et al. (2014) report that happy workers are more efficient than those who are not. Diener et al. (1999) describe that happiness is the feeling of contentment in work life in response to the experience a person has in his/her job. Happiness or well-being is classified into 4 categories: life satisfaction, satisfaction with important domains, positive affect and negative affect. This research summarizes the variables in previous research into 4 dimensions of happiness namely: happiness in work relationships, job characteristics, quality of life and safety, and remuneration.

Leadership and happiness

Leader is an important organizational influencer who unites the people within and mobilizes an organization towards desirable performance (Bateman & Snel, 2016). Leaders refer to the persons who can influence others towards common goals (Andrew, 2015; Robbins & Coulter, 2013). Leadership refers to the process that leaders do in order to influence followers towards goals through authority (Yukl, 2012). Leadership is the person(s) at the center of the group activities who influence(s) others in order to attain the objectives of the organization (Stogdill, 1974). It is a social process in which individuals interact within and between other individuals and groups for the accomplishment of a common goal (Bass, 1990 ; Chemers, 1997).

Leaders influence and are influenced by followers (Northouse, 2015). Leaders have both positive and negative influences upon subordinates' learning and adjustment (Tanchaisak, 2009) as well as performance (Gadot, 2007). Upon entering an organization, employees form a psychological contract, either explicitly or implicitly, with the organization. Tanchaisak (2005b) reports that Thai employees, in particular, value relational psychological contract. They expect the organization to take care of them. Breaching such a contract is most likely to create an unhappy situation for employees. Leadership style is an important motivator of workers' feeling of happiness.

Leadership affects employees' performance (Biswas & Varma, 2011). Leadership style is related to workers' emotion and commitment (Tanchaisak, 2009c). Moreover, different leadership styles have different impact on workers (Tanchaisak, 2006). Leadership style had relationship with workers' emotional intelligence (Chen, Bian, & Hou, 2015). Bono and Ilies (2006) suggests that positive emotion, i.e., happiness, among employees influences leaders' effectiveness. Happy workers are likely to comply with the influence of leaders which is, normally, geared towards performance. Inspired workers would appreciate their job and feel happy to perform well. reports the relationships between transformational leadership and happiness at work. In conclusion, leadership styles are very likely to be related to workers' happiness and, eventually, performance.

Leadership styles

Appropriate leadership style influences workers' cooperation and satisfaction (Mastrangelo et al., 2014). The behavioral leadership approach examines the acts of leaders to understand the way they behave and how they behave that can influence followers effectively (Robbins & Coulter, 2013). Some styles can influence workers while others cannot (Tanchaisak, 2009b). Moreover, different leadership styles have different impact on workers (Tanchaisak, 2006).

Leadership grid is an influential and popular approach to study leaders' behavior (Garg & Jain, 2013; (Gilvania et al., 2014) Peter et al., 2016; Pheng & Lee, 1997). Boundless (2016) and Ross (2016) explained the Ohio State University's study and the Michigan Model of Leadership which concluded that leaders should undertake two important dimensions of behavior. The first is to take care of the task under their responsibility. The second is to take care of the well-being of the subordinates. The combination of these two dimensions results in a leadership grid. The leadership grid arranges leader's behaviors corresponding to each dimension. The scores range from 1 for showing such behavior very minimally to a score of 9 for always performing such behavior. The leadership grid generally focuses on the 4 styles at each corner and 1 in the middle.

The lower left corner of the grid is called Impoverished Management. This type of leader cares for the task and the people minimally resulted in the rating of 1, 1. The behavior in the lower right corner is named Task Management which represents leaders who emphasize the task (rated 9 on the task scale) but do not care much for people (rated 1 on the human scale) or (9, 1). The diagonal opposite corner represents leaders who emphasize human relationship but not the task (1, 9) which is named Country Club Management. This type of leader tries to please employees without caring about the attainment of the task. In the middle of the grid is the Middle-of-the-Road Management style which compromises both dimensions (5, 5). The upper right corner is the Team Management style which takes care of the task attainment to the full capacity and, at the same time, promotes the wellbeing of workers to the utmost level (9, 9).

Research Methodology

The population of this study was workers in private organizations in Bangkok's Central Business District (CBD). The National Statistics Office reported there were approximately 3,223,300 people working in private organizations in Bangkok during February 2016 (National Statistics Office, 2016). The minimum requirement for appropriate statistical test is 400 subjects based on the formula given by Taro Yamane (Tanchaisak, 2016). 1000 sets of questionnaire were distributed to office workers in the Central Business District in Bangkok during September 2016. Questionnaires were distributed in the food courts along Silom, Sathorn, and Suriwong roads during 11.00-14.00 hours. A total of 595 sets of questionnaire were returned. The response rate is 59.50%. The number satisfies the requirement for statistical significance test.

The questionnaire consists of four parts. Part I collects the demographic data of the respondents. Part II asks the respondents to rate their leader's behaviors based on Blake and Mouton's leadership styles. Part III measures the perceived level of happiness in work. The happiness scale measures perceptions toward workplace relationship, job characteristics, quality of life and safety, and remuneration. Part IV is the self-reported efficiency in the dimensions of work which includes personal efficiency, quantity of work, resources usage, attainment of work objectives and quality of work. 4-point scale is used in Part II and IV ranging from 1 = rarely to 4 = always and in Part III ranging from 1 = lowest to 4 = highest.

Three experts in the area of human resource management assessed the validity of the items resulting in 25 items for leadership styles, 16 items for perceived level of happiness and 23 items for self-reported performance. A pretest was performed by collecting data from 30 office workers walking on Silom road during the lunch time. The Cronbach's alphas were from 0.87-0.94 for leadership styles, 0.91 for happiness and 0.97 for performance.

Data Analysis

The majority of respondents were female 79.20% while 20.80% were male. The majority aged between 24-35 years old (74.30%) followed by 36-45 years old (24.20%) and 1.50% were less than 23 years old. Most respondents were single (80.30%), 17.80% were married and 1.80% were divorced. The majority held a bachelor degree (74.80%), 22.40% had higher than bachelor degree and 2.90% had lower than bachelor degree. The majority of respondents had worked between 1-5 years (48.60%), 23.50% had between 6-10 years' work experience, 22.20% had more than 10 years' work experience, and 5.70% had less than 1 year's work experience.

Descriptive statistics of the perceived Leadership Style are presented in table 1.

Table 1 Perceived leadership style of office workers in Bangkok Central Business District Area (scale ranged from 1 = rarely to 4 = always)

Leadership Style	Mean	Standard Deviation	Interpretation
Team	3.06	0.74	Often
Middle-of-the-Road	2.99	0.69	Often
Country Club	2.92	0.70	Often
Task	2.27	0.67	Sometimes
Impoverish	1.94	0.73	Sometimes

The respondents rated their leaders in all styles. Team Management style was reported being used the most (Mean = 3.06, SD = 0.74) followed by Middle-of-the-Road (Mean = 2.99, SD = 0.69), Country Club (Mean = 2.95, SD = 0.70), Task Management (Mean = 2.27, SD = 0.67), and Impoverish (Mean = 1.94, SD = 0.73) respectively.

Descriptive statistics of the workers' perceived Happiness are presented in table 2.

Table 2 Office workers' level of happiness (scale ranged from 1 = lowest to 4 = highest)

Happiness in	Mean	Standard Deviation	Interpretation
Job characteristics	3.18	0.57	High
Workplace relationship	3.14	0.58	High
Quality of life and safety	2.97	0.58	High
Remuneration	2.91	0.60	High
Overall Happiness	3.05	0.50	High

The mean scores for overall Happiness was 3.05 out of 4.00 ($SD = 0.50$); Happiness in job characteristics was 3.18 ($SD = 0.57$); happiness in work relationship was 3.14 ($SD = 0.58$); happiness in quality of life and safety was 2.97 ($SD = 0.58$); happiness in remuneration was 2.91 ($SD = 0.60$) respectively. All aspects were at the high level.

Descriptive statistics of the workers' self-reported Performance are presented in table 3.

Table 3 Office workers' self-reported level of performance (scale ranged from 1 = rarely to 4 = always)

Dimensions of Performance	Mean	Standard Deviation	Interpretation
Personal effort invested	3.21	0.56	Often
Quality of work performed	3.17	0.56	Often
Quantity of work performed	3.12	0.55	Often
Effectiveness	3.11	0.54	Often
Resource usage efficiency	3.04	0.55	Often
Total Performance	3.13	0.51	Often

The respondents' reported they often attain high level of performance. They reported they often invested their effort at the highest mean score of 3.21 ($SD = 0.56$). They often attained required quality of work (Mean = 3.17, $SD = 0.56$); quantity of work (Mean = 3.12, $SD = 0.55$); effectiveness (Mean = 3.11); and efficient usage of resources (Mean = 3.04, $SD = 0.55$) respectively. The total performance was reported at high level (Mean = 3.13, $SD = 0.51$).

The relationships among the latent variables are investigated simultaneously rather than by running several multiple regression analyses (Ho, 2013). The hypothesized relationships are exhibited in figure 1.

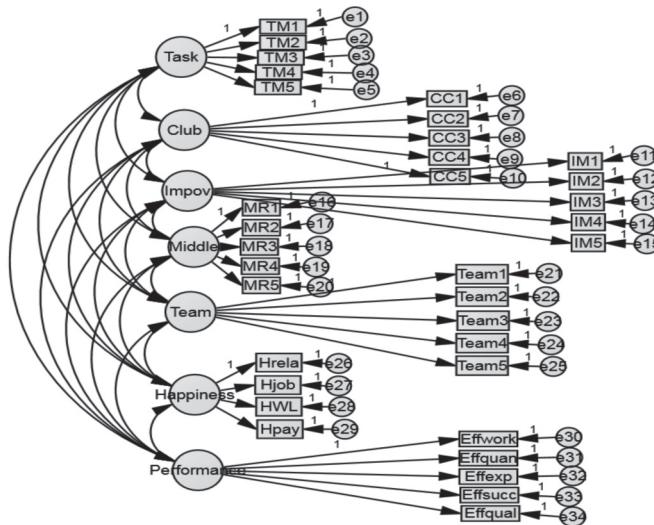


Figure 1. Hypothesized relationships among the constructs

The measurement model is tested via Confirmatory Factory Analysis (CFA). All fit indices except Chi Square suggest that the data fit the proposed framework. The Root Mean Square Error of Approximation (RMSEA) and Goodness-of-Fit Index (GFI) suggests an acceptable fit, i.e. RMSEA = 0.06 and GFI = 0.85. All Incremental Fit Measures suggests a good fit, that is, Normed Fit Index (NFI) = 0.90, Tucker-Lewis Index (TLI) = 0.93, Relative Fit Index (RFI) = 0.89, Incremental Fit Index (IFI) = 0.94 and Comparative Fit Index (CFI) = 0.94.

The Chi Square value is significant ($\chi^2 = 1235.44$, df = 506, p < 0.000 which implies a discrepancies between the proposed and obtained covariance matrices (Hu and Bentler, 1999). This is a normal case when the sample size is large. A large number of researchers confirmed that Chi Square is sensitive to sample size (Bentler and Bonnet, 1980; Jöreskog and Sörbom, 1993). With a large sample size, the test tends to report an unfit situation and a modification or correction is needed (Hayduk et al., 2007). Chi Square test is a reasonable measure of fit when there are 75-200 cases but for models with 400 or

more cases, the Chi Square will generally be significant (Hooper et al. 2009; Kenny, 2015; Moss, 2016 ; Newsom, 2017; The Only Thing Unchanged is Change, 2007). Large sample size inflates the Chi Square value and, most of the time, erroneously reports an unfit situation (Schumacker & Lomax, 2004). With large sample sizes, the statistical power is high and trivial misspecifications are likely to be rejected (The Only Thing Unchanged is Change, 2007). Hence, it is not an appropriate measure for model fit (Ho, 2013). Many researchers disregard this index if the sample size is more than 200 and other indices suggest the model is acceptable (Moss, 2016; Newsom, 2017). In addition, Newsom (2017) furthered that in the cases that there are many variables and degrees of freedom, Chi Square would nearly always be statistically significant even when there is a good fit of data. This research study involves large sample size ($n = 595$) and there are many variables (numbers of parameters = 89) and degrees of freedom ($df = 506$). Hence, the significant value of Chi Square is disregarded but other measures are used in order to assess the model fit.

Wheaton et al. (1977) suggest an adjustment of the Chi Square value, the relative/normed chi-square (χ^2/df) which minimizes the impact of sample size in Chi Square test and the acceptable range is from 2.00-5.00. The χ^2/df in this study is 2.44 which suggests that the data fit with the proposed covariance.

In conclusion, although the χ^2 is significant, all other measures confirm the measurement model, i.e., the observed variables represent the latent variables well. Hence, the model is reliable for further tests of relationship and influences. The results of CFA suggest that the paths are appropriate for Structural Equation analysis.

On the direct path, Leadership Styles were regressed directly to Performance (R^2 was .21). On the indirect path, Leadership Styles were regressed to Happiness (R^2 was .27) and Happiness to Performance (R^2 was .52). The direct and indirect models suggested significant relationships between Leadership and Performance, mediated by Happiness. Almost all Leadership Styles did not have direct influence upon Performance except Impoverish Management style which had a direct relationship with performance (R^2 was .18) (see figure 2).

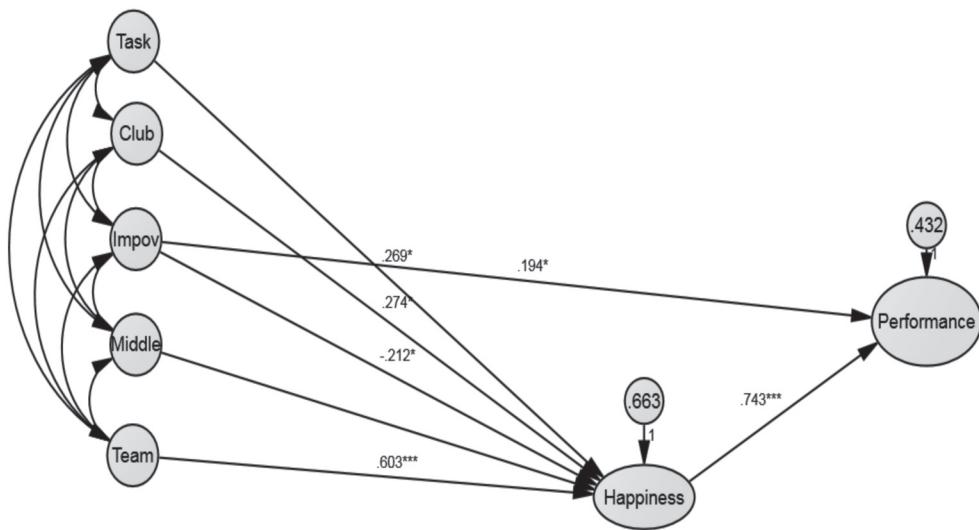


Figure 2. Structural Model

Data reveal that Happiness mediates the relationship between leadership style and performance except for Middle of the Road Style. All leadership styles at the corners of the leadership grid could predict the level of Happiness. Team Management could predict the level of Happiness by approximately 60% ($\beta = 0.60$) followed by Country Club Management ($\beta = 0.27$), Task Management ($\beta = 0.27$), and Impoverished Management ($\beta = -0.21$) all at $p = 0.05$ significance level. Middle-of-the-Road could not predict Happiness ($p > .05$). Furthermore, the level of workers' happiness could predict the level of performance by 74.3% ($\beta = 0.74$, $p < .00$). Only Impoverished Management has a direct relationship with Performance ($\beta = 0.19$). However, the relationship is stronger when mediated by Happiness. This supports the hypothesized mediating role of Happiness. Table 4 illustrates the standardized beta coefficients among the independent and dependent variables.

Table 4 The standardized beta coefficients between the independent and dependent variables

		Regression Weight (β)		
Independent variables	Dependent variables	Standardized	Non-Standardized	Critical Ratio (C.R.)
Team Management	Happiness	0.60**	0.40**	3.63
Country Club	Happiness	0.27*	0.18*	2.01
Task Management	Happiness	0.27**	0.47**	2.64
Impoverish	Happiness	-0.21*	-0.15*	-2.31
Impoverish	Performance	0.19*	0.14*	2.57
Happiness	Performance	0.74**	0.77**	12.16

* p < 0.05

** p < .01

Discussion

This empirical study offers several new findings in the relationship between leadership styles. The findings provide evidence to support the importance of happiness in the workplace. This contributes to the unexplained and controversial phenomenon in leadership and happiness literature. The comparison between direct and indirect paths revealed that worker's happiness helps to explain the link between leadership styles and worker's performance. However, as hypothesized, each style has different effect on worker's happiness. Workers are happy when leaders show either concern for task or people. When leaders show concern for both dimensions, the effect increases double folds. When leaders show no concern for any of the dimensions, workers are unhappy.

The finding conforms to the notion that Thai culture values human relationships (Komin, 1991). Leaders in the Thai context prefer not to show low concern for workers. Workers feel happy in the workplace when leaders use the styles that show concern for people, i.e., Team and Country Club Management Leadership Styles.

Team Management Leadership Style, which emphasizes both dimensions, has the highest influence upon Happiness. This confirmed the findings from Culpan's (1989)'s meta-analysis which suggested management in the modern world should allow an involvement of employees in the management process. The finding also enlightens the

benefit of participative leadership style, i.e., employees prefer to have some voice in the work process. Interestingly, when leaders focus on only one dimension, either task or human, the influence dropped by more than half. Country Club, Task Management, and Impoverish Styles, which focus only on one dimension or neither, have the influences of $\beta = 0.27$, 0.27, and 0.21 respectively. Country Club and Task Management Styles have about the same degree of influence. Schulz et al. (1991) reported the positive relationship between psychiatrists' autonomy and job satisfaction. Some employees are happy if leaders do not scrutinize them. Yamaguchi (2001) explained that the shift from collectivism to individualism increased the need for autonomous work. Bierhoff and Muller (2005) supported that leaders could enhance workers' cooperativeness by taking care of the emotional aspect. This is not surprising since workers should be happy with lenient and relax leaders more than leaders who do not care for human relationships as in the Task Management Style.

It is interesting to note that workers are also happy with Task Management Style. It is likely that psychological contract is at work here (Tanchaisak, 2005b). According to the notion of psychological contract, workers know they have to deliver the task with their utmost effort although it is not spell out explicitly. When leaders do not show concern for people, workers have to accept leaders' choice which can be explained by the high degree of power distance in Thailand (Hofstede & Hofstede, 2010). They accept that leaders do not have to pamper them if the leaders choose so. Workers divert to focus on their work. In other word, Task Management Style creates Happiness because workers accept that although their leaders do not take care for them, they push workers to attain the organizational goals. Workers are happy, though a bit less than when leaders use Country Club Style, because they can attain the organization's goals as stated in the psychological contract between them and the organization.

It is also possible that some workers might feel good working without the scrutiny of leaders. This can be explained by Path-Goal Theory (House & Dressler, 1974) which suggests that employees who have high level of ability do not like leaders to scrutinize or supervise them closely. In addition some employees might not expect leaders to get involve or concern with their personal issues. This group of workers expects transactional exchanges only. They prefer leaders who provide them only with support and satisfy their basic needs and do not expect friendship from leaders (Bass & Bass, 2008). Pride in

accomplish task had the highest mean scores among all happiness variables. Workers prefer to work and attain their task, with or without pressure from the management. This is also supported by the data that the two highest scores for performance are that workers reported they invest their utmost effort in work and they were willing to co-operate with others to get the job done.

When leaders care for neither task nor people, workers become unhappy. In this case, worker's objective might be different from the leaders. Workers want to attain the organization's objective while leaders do not care to, worse yet they do not care for the subordinates either. Hence, the Impoverish Style creates an unhappy situation. Impoverished Leadership makes workers feel their leaders are negligent. Rather than being happy for not being pressured for level of performance, they are likely to feel that this leadership would lead them to a bad position. In other words, workers do care for performance to a certain extent. They know these leaders would lead them downward. Hence, impoverished leaders make them unhappy. However, the positive direct link between Impoverish Style and Performance suggests a psychological reflection of workers. If their leaders are impoverished, they have to take charge of the responsibility and accountability. They would ignore their leaders and go on with the task. The finding about the mediating role of happiness provides better insight into the issue, i.e., happy workers are willing to do the job regardless of their leaders and attain a positive level of performance. The finding confirms the notion of Biswas & Varma (2011)'s that leadership influences job satisfaction. As well as Chen et al. (2015) study which reports that leadership style is related to workers' emotional intelligence. Negligent leaders made workers feel unhappy.

Middle-of-the-Road suggests a compromising approach (Blake & Mouton, 1985). Leaders who use this style are ready to compromise between job and human relations. Workers are likely to feel uncertain regarding the objectives of the leader. Kreitner & Kinicki (2013) has explained various situations which substitute the influence of leadership. This study confirms that Middle-of-the-Road style makes subordinates ignore the influence of leader. With a compromising style like Middle-of-the-Road, the quality of leadership might be diminished. Leaders might lose their influence. Hence, workers report this style has no relationship with their happiness whatsoever.

The analysis of the findings leads to an interesting discovery. Leadership's dimensions tend to be applicable with workers as well. The findings imply that workers are likely to have concern for task and people as well. When the leaders' style matches the dimension they prefer, task or people or both, workers become happy else they feel unhappy. It is important to note that the contradiction between the dimensions that leaders emphasize on and the dimensions that workers prefer create low level of happiness.

This study provides empirical data to support the notion that happiness can predict the level of efficiency. This conforms to previous literature which states that happy workers would produce better work, quantity- and quality-wise (Acme Corp (2013); Addady (2015); Jeffrey et al. (2014); Revesencio (2015); and Tanchaisak (2005). Happiness creates a pleasant work environment and positive attitude towards the team and organization (Huang, 2016). Tanchaisak (2015) found that a proper level of empowerment could enhance workers' systems thinking, personal mastery, teamwork and mental model. Empowering employees appropriately could create professionalism among workers. Workers realize the importance of getting the job done but they will do so only if they are happy. This might incur costs to the organizations but is likely to yield sustainable results in the long run.

Conclusion

This research study discovers that workers are happy when the leaders emphasize the importance of the task as well as people. Leaders should create happiness within the organization. Taking care of the human and task dimensions are important to create happiness in the workplace. Populism might not yield satisfactory results as believed. The results show that Thai workers want to attain the work target provided they are happy. The findings suggested that

1. Workers prefer to complete their tasks rather than being pampered without attaining the efficiency required in the current environment.
2. An appropriate level of job pressure would yield good results provided the leaders have an appropriate relationship with workers.

3. Team leadership which emphasizes the dimension of job and human relation yields the best result on worker's happiness and performance. Leaders should organize works in team and stimulate commitment among team members. An interdependent work environment should be created. Trust and respect should be maintained within the organization.

4. If both dimensions cannot be maintained, leaders should exhibit a clear standpoint on any one of the dimensions, either be clear and strict on work or focus on relationship.

5. Impoverish leadership style has negative influence on Happiness and Performance. Leaders should perform their role rather than being loose and ignorant. Leaders should show that they invest effort in the work else workers who invest their efforts into the work will not perform.

6. A compromise of both task and human relation would lead to nowhere.

Future research should investigate the sustainable influence of happiness upon performance as well as other area of organizational results such as commitment, loyalty, and learning among other variables. Moreover, it would be beneficial to investigate the concern for task and people dimensions among workers. Furthermore, a comparison between the happiness of workers in the metropolitan and suburban area is another interesting issue to examine further. An analysis of the effects of other possible mediating variables to compare with the effect of Happiness is also warranted.

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