การประเมินกิจกรรมของโครงการส่งเสริมสุขภาวะในองค์กรอุตสาหกรรม

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บทคัดย่อ

กลยุทธ์ของโครงการส่งเสริมสุขภาวะในองค์กรนำไปสู่การบรรลุความสำเร็จขององค์กร กลยุทธ์จึงเป็นหน่วยวิเคราะห์ทางการประเมิน การประเมินกลยุทธ์มุ่งเน้นให้ความสำคัญของการน้าโครงการไปสู่การปฏิบัติและผลลัพธ์ของโครงการ การวิจัยนี้มีวัตถุประสงค์เพื่อประเมินกลยุทธ์ของโครงการส่งเสริมสุขภาวะในองค์กรอุตสาหกรรมโดยใช้วิธีการประเมินเชิงคุณภาพและเชิงปริมาณ แนวคิดการประเมินที่ใช้คือการประเมินโดยใช้ทฤษฎีเป็นฐานและการประเมินกลยุทธ์ การเก็บรวบรวมข้อมูลเชิงลึกจากโรงงานอุตสาหกรรมจำนวน 12 แห่ง ประกอบด้วยนักขับเคลื่อนองค์กรสุขภาวะจำนวน 137 คน และพนักงานโรงงานอุตสาหกรรมที่เข้าร่วมโครงการส่งเสริมสุขภาวะในองค์กรจำนวน 2,309 คน ผลการวิจัยพบว่าผลการประเมินกิจกรรมในภาพรวมของทั้ง 7 โมดูลของโมเดลการส่งเสริมสุขภาวะอยู่ในระดับเหมาะสมและโมเดลการส่งเสริมสุขภาวะสามารถเปลี่ยนแปลงพฤติกรรมของนักขับเคลื่อนองค์กรสุขภาวะ

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Strategy Evaluation of the Happy Workplace Promotion Project in an Industry

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Suwimon Wongwanich²

ABSTRACT

The strategy of the Happy Workplace promotion project has led to the project’s success. It is an unit of analysis for evaluation. The strategy evaluation focuses on the project implementations and outcome of the project. This research aims to evaluate the strategy of the Happy Workplace promotion project in industry using qualitative and quantitative evaluation methodologies. The evaluation approaches used in this research are theory-based evaluation and strategy evaluation. This study collected in-depth data by surveying 12 industrial factories, 137 happy workplace promoters, and 2,309 employees who participated in the project. The results reveal that overall activities from the seven modules of the health promotion model are quite appropriate and the health promotion model changed the behaviors of the happy workplace promoters.

Keywords: strategy evaluation, theory-based evaluation, industry

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Introduction

Industries specified performance goals of promoting quality of employee life and developing workplace happiness. In order to improve competitive competency of the fashion industry in three dimensions included in the industry standards, namely: 1) policy-based driving; 2) knowledge development of the innovation that supports the operation; and 3) developing and creating the network of happy workplaces. This paper reports evaluation results of implementing the Happy Workplace promotion strategy evaluation and the theory-based evaluation.

There are seven strategies used for the Happy Workplace promotion project in the fashion industry: 1) promoting the Happy Workplace’s value; 2) introducing the concept and matter of the happy workplace; 3) creating the happy workplace in the fashion industry; 4) creating the research study on improving the quality of life of fashion industry’s workers; 5) balancing Life & Work Skills Exhibition; 6) distributing happiness to society with the concept of the Life & Work Skills; and 7) leading the organization with the concept of creative community and shared happiness. The underlying driving forces of the Happy Workplace promotion project come from a collaboration between many organizations, such as the Ministry of Workers, the Ministry of Industry, the Ministry of Education, the Personnel Management Association, knowledge managers, the Health Promotion Foundation, and happy workplace-related organizations from various industries. The collaboration focuses on the integration of the Happy Workplace promotion project into every aspect of industry and expanding scope of implementation to create more and sustainable happy workplaces, in order to strengthen the organizations.

Patton and Patrizi (2010) criticized that previous evaluations primarily focused on evaluating a project’s outcome but not the underlying strategy of such a project; they therefore proposed a new method of strategy evaluation that evaluates not only the process and the outcome, but also the strategy underlying the project. For the strategy evaluation, the strategy is an evaluand on which the evaluator must focus, which allows stakeholders to participate in the strategic thinking. Since strategy
development concerns design, method, and measurement, strategy evaluation must therefore consider all goals or objectives specified in the strategy and the user’s interest in the evaluation result.

Strategy evaluation is a part of the theory-based evaluation approach. It is an evaluation approach that tries to understand the intervention process (Chen & Rossi, 1983; Weiss, 1972). The theory used for such an evaluation is referred as the program logic model, or the theory of change, instead of the model of probability and the related-reasoning of the program’s operation, as per the assumption (Bickman, 1987; Funnell & Rogers, 2011). Theory-based evaluation is concerned with specifying the vital elements of the service being provided, the targeted goals of the program, and the program’s functioning in creating a clear result, under the assumptions about how to manage the program’s operation to produce the desired outcome. The service, outcomes, and assumption are related and served as the foundation for the development of the program model or the program theory. It becomes the conceptual framework for guiding the development, implementation, and interpretation of the evaluation (Chen, 2005; Donaldson, 2007; Stufflebeam & Coryn, 2014).

From the underlying objectives and the strategies of the Happy Workplace promotion project in the industry project, which has been operating for a period of over three years (2014–2017), The evaluation result of the project’s progress should be able to improve the project’s operation and drive the project to achieve its goals. Moreover, implementing a theory-based evaluation allows us to gain insight into the mechanisms that have led to the success of the Happy Workplace promotion project in industry, while implementing a strategy evaluation allows us to gain insight into the appropriate project-driving format, through a foundation-based organization.

Objectives

To evaluate the strategy of the Happy Workplace promotion project in the industry.
Literature review

Theory-based evaluation

Theory-based evaluation is a part of the program theory, in which the action model represents the relationships between the associate organization’s operations in creating the intervention and the implementation of the program. It can be seen that the resource is an influential factor toward the action model, and that once the developed intervention by the action model is implemented it will affect the change model. The expectation is that the developed intervention will create the determinant that will cause further change in the outcome. The entire program operates under a specific environment, as depicted in Figure 1.

Figure 1 Non-linear Program Theory
Source: Adapted from Chen (2005)
Strategy evaluation

Patrizi (2010) proposed four criteria for strategy evaluation, namely: 1) the characteristics of the strategy, such as distinctiveness, concreteness, achievability, communication of meaning, profitability, accountability, interest, and whether it is based on research principles or knowledge; 2) the components of the strategy, such as relationships between strategic elements, relationship of perspective strategy and the position, strategic dimension, and complexity of the strategic structure; 3) the organizational concept, such as strategy planning, creation of a strategy–related mutual agreement, supporting strategic thinking, applying the strategy, compatibility with the mission, strategy monitoring, and strategy evaluation regulation; and 4) the strategy implementation, such as resource allocation, management’s decision making on applying the information acquired from the strategy, and specifying the method of the strategy evaluation.

Methods

Evaluating the strategy of the Happy Workplace project in an industry utilizes both qualitative and quantitative evaluation methodologies, theory–based evaluation, and strategy evaluation. This study collected in–depth data by surveying 12 industrial factories, 137 happy workplace promoters, and 2,309 employees who participated in the project. Max score is 5 points; 0.00–2.49 = needs improvement, 2.50–3.74 = moderate strategist behaviors, and 3.75–5.00 = good.

Evaluation result summary

The health promotion model is a process that creates multi–dimensional learning, where trainees are educated by participating in learning activities, and positive thinking is used to develop a happy workplace promoter. The health promotion model comprises seven modules, namely: 1) promoting the Happy Workplace’s value; 2) introducing the concept and matter of the happy workplace; 3) creating the happy workplace in the fashion industry; 4) creating a research study on improving the quality of life of the industry’s workers in order to support future competition; 5) the academic conference
and work presentation; 6) distributing happiness to society with the concept of the Life & Work Skills, and the concept of a happy workplace for working women; and 7) leading the organization with the concept of creative community and the SHARE Happiness Model. The Health Promotion Foundation developed a course named ‘The Happy Workplace Promoter Course’, which is evident in the activities of module 3 ‘creating the happy workplace in the fashion industry’, and supplemented by module 6 ‘distributing happiness to society with the concept of balancing the Life & Work Skills, and the concept of a happy workplace for working women’, and by module 7 ‘leading the organization with the concept of the creative community.’ These modules work with and support each other in driving the Happy Workplace promotion project in the fashion industry, where the Foundation specifies various activities, subject to operational processes and goals, as follows.

The evaluation found that overall activities from the seven modules of the health promotion model are quite appropriate.

Table 1 The appropriateness of the happy workplace promoter course

<table>
<thead>
<tr>
<th>Module</th>
<th>Score</th>
<th>Evaluation Result</th>
<th>Recommendation for further improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Module 1 Promoting the Happy Workplace's value</td>
<td>4.5</td>
<td>Good</td>
<td>There should be additional promotional and public relation measures that encourage more participation of the organizations in the fashion industry.</td>
</tr>
<tr>
<td>2 Module 2 Introducing the concept and matter of the happy workplace</td>
<td>4.5</td>
<td>Good</td>
<td>There should be a larger selection of model organizations, especially organizations that operate in the industry setting with the majority of the participants.</td>
</tr>
</tbody>
</table>
Table 1 The appropriateness of the happy workplace promoter course (cont.)

<table>
<thead>
<tr>
<th>Module</th>
<th>Score</th>
<th>Evaluation Result</th>
<th>Recommendation for further improvement</th>
</tr>
</thead>
</table>
| 3      |       |                   | • The training course should be adjustable (adaptive) to the specific context and matter of each individual organization.  
• In a small organization, the training of a happy workplace promoter is quite difficult, such a training course would affect the employee’s operations; therefore, an organization should consider adjusting activities or rethinking the implementation process.  
• In a larger organization, there are still insufficient numbers of happy workplace promoters trained by the Foundation. As a result, a creation of a happy workplace with the aim of creating a change in the happiness of employees in the entire organization will be quite difficult. Moreover, any operation will involve numerous processes and steps, and some activities will require approval from the management or the shareholders; therefore, the project will not be able to achieve its goals in a short time. |
<p>| 4      | 4.5   | Good              | • The Foundation utilizes research and development methodology for developing the happy workplace promoter in the organization. |
| 5      | 5     | Good              | • Participants viewed presentation of basic information from various organizations, the operations under the concept of the Happy Workplace, and the samples; they participated in activities implemented by those organizations, which in turn allowed the organizations to exchange their knowledge and methods. (This information came from the interview. During the period of this research study there was no activity.) |</p>
<table>
<thead>
<tr>
<th>Module</th>
<th>Score</th>
<th>Evaluation Result</th>
<th>Recommendation for further improvement</th>
</tr>
</thead>
</table>
| Module 6<br>Distributing happiness to society with the concept of balancing the Life & Work Skills, and the concept of a happy workplace for working women | 4.5 | Good | • There are so many organizations participating in the project, the exchange of knowledge during the project was limited. This was because of the differences in the underlying experiences of participants from different contexts. Therefore, the project should arrange participants from the same contextual industry to participate in the same activity (if possible), in order to facilitate an in-depth knowledge exchange.  
• In a smaller organization, one employee has to take on more than one role as a happy workplace promoter. As a result, the employee has to participate too frequently in the project’s activities, which in turn affects his or her normal tasks and responsibilities.  
• Some of the recreational activities are not suitable for some of the participants and as a result these participants feel reluctant to participate.  
• More focus should be given to the effort of making a happy workplace for women of working age. |
| Module 7<br>Leading the organization with the concept of the creative community that leads to an organization of sustainable development | 4.5 | Good | • Further communication should be implemented to allow the participating organizations to have a clear understanding of the activities arranged under each individual module before they decide to participate in the project. |
In terms of the problems with the driving strategy of the happy workplace, many of the module-based activities arranged in the project are not directly related to the development of the happy workplace promoter in the business. However, these activities were arranged by the Foundation during the planning of the Happy Workplace promotion project, namely, Module 1 ‘promoting the Happy Workplace’s value’ and Module 4 ‘creating a research study on improving quality of life of the fashion industry’s workers in order to support future competition.’ Additional focus should be given to arranging the module groups more distinctively, as per the targeted goals of the activities, such as, the ‘happy workplace promoter’ module and ‘promoting the appreciation of the Happy Workplace promotion’s value’ module.

The underlying concept of promoting the happy workplace is also inconsistent with the context of several businesses. Though designing the concept that encourages the businesses to improve their organization’s policy to be in line with the Happy Workplace promotion project is a good idea, implementation of such an idea can be difficult for some businesses, especially international businesses that are owned or operated by foreign shareholders or management. Such organizations will not be able to change their original policies, which consequently the course will not be able to specifically solve the organization’s unique problem.

The evaluation result of the Happy Workplace promotion project utilizes the PRECEDE–PROCEED model (PPM), which comprises: 1) preceding factors, such as attitude, knowledge, ability, and belief; 2) contributing factors, such as creating the atmosphere; and 3) supplementary factors, such as, support, compliments, and consultation. These three types of factor influence the healthy behavior that leads to a happy workplace.

The prominent characteristic of the Foundation’s driving force behind the Happy Workplace project is the creation of a team of happy workplace promoters in each business, using the SHARE Happiness Model as a vital driving force that encourages the business to create its own happy workplace, and develops the performance of the happy workplace promoters. Therefore, the Foundation’s method of project operation should be further supported and promoted by the government agencies.
The concept of the SHARE Happiness Model has a unique characteristic that focuses on developing the happy workplace promoters who spread out within the entire organization. The designing of the happy workplace promoter development program from the Foundation involves sending the Foundation’s staff to develop the happy workplace promoter in the business, for a continual period of six months (Module 6), which does not include the time required to participate in other modules. As a result, the overall time required for driving the happy workplace using this method is quite long. With the limitation on the number of Foundation staff (there are too few experts on the development of the happy workplace promoter), many of the specified targeted goals and performance indicators of the Foundation’s project, which were mutually agreed upon with the Health Promotion Foundation, tend to fail. This is partly because of the nature of the Foundation’s training course, which takes too long to be fully implemented, and also because the project is unable to attract enough businesses in the fashion industry to participate, as per the promise it made within the agreement. Therefore, the following interventions are recommended for the Health Promotion Foundation.

The overall success rate of the Happy Workplace promotion project, in terms of the evaluation result of the development of the happy workplace promoter to arrange happy workplace activities for the employees, is quite good. However, some businesses still lack continuity in their support of the Happy Workplace promotion. Therefore, in order to create a sustainable development, the Foundation should apply the results from Module 4 ‘creating a research study on improving the quality of life of the fashion industry’s workers in order to support future competition’ to its operations and adjust its operations to focus more on research and development. For example, presenting the empirical data from the results of developing the happy workplace promoter in the business, or using the data from businesses that operate in different industries to improve activities, and implementing the improved activities and studying the results of the implementation.

Developing the qualification aim of the Foundation’s happy workplace promoter, such as communication skills, assertiveness, creativity, etc., is the prominent
characteristics of the training course and the Foundation. However, the authors also found from the results of the project’s follow-up evaluation that the level of knowledge on the happy workplace and working ability is quite low. As a result, the driving strategy may not create so much of a happy workplace for the employees or any increase in the business’s productivity, even when measured from the very first businesses that participated in the project. Therefore, the Foundation should consider adjusting the training course and adding the knowledge about the happy workplace and working ability to the happy workplace promotion, in order to prevent the content of the Happy Workplace promotion training course from only focusing on relationship-strengthening activity or communication skills-improving strategy.

From the evaluation of the performance of the happy workplace promoter team, the authors found that developing the promoter’s ability to work as a trainer and to monitor the training progress requires some improvement. The development of such abilities also requires the happy workplace promoter to practice working as a trainer and monitoring performance. Therefore, the Foundation may use this result as a focus point to develop the Happy Workplace promotion team or review the ability of the team once they finish the course.

**Driving strategy of the Happy Workplace promotion project in the fashion industry**

Driving strategy evaluation of the Happy Workplace promotion project in the fashion industry, using the theory-based evaluation, can be categorized by a change model of two levels, as follows.

1. **Change at the happy workplace promoter’s level**

There are 13 performance indicators for the evaluation of the driving of the Driving strategy evaluation project at the happy workplace promoter’s level, based on the four levels of the training course evaluation concept proposed by Kirkpatrick, and comprising seven strategies, namely: 1) selection and agreement making; 2) visiting the model organization; 3) visiting the organization that provides an in-depth consultation; 4) reunion of the share happy agent; 5) developing the ability of the happy workplace
promoter; 6) applying the research result for further development; and 7) following up on the result after implementing these strategic modules. These strategies aim to cultivate the happy workplace promoter (namely, the project manager, facilitator, coach, and trainer) to have the behaviors that allow them to drive the organization and to yield a result in the form of the development of a happy workplace. The evaluation reveals that the operation under the first five strategies produced a positive outcome while the other two strategies, using the research result for developing the course and following up on the results after implementing the module, produced a moderate outcome. Also, the ultimate outcome, gained by the organization, was positive as well.

Figure 1 Model of change at the happy workplace promoter’s level
2. Change at the employee’s level

The evaluation of the result of the Happy Workplace promotion project utilizes the PRECEDE–PROCEED model (PPM), which consists of: 1) preceding factors, such as attitude, knowledge, ability, and belief; 2) contributing factors, such as creating the atmosphere; and 3) supplementary factors, such as support, compliments, and consultation. These three types of factor influence the healthy behavior that leads to a happy workplace.

There are 13 performance indicators for the evaluation of the driving of the project at the employee’s level, four of which are behavioral indicators of the Foundation’s happy workplace promoters, namely: ‘creating the atmosphere that encourages learning and knowledge exchange’, ‘arranging the coach who provides consultation’, ‘training the knowledge on a balance operation’, and ‘helping, complimenting and recommending.’ The results reveal that almost every indicator produced a good outcome, except for ‘arranging the coach who provides consultation’, which produced a moderate outcome. For the behavioral indicators of the employee, as a result of the happy workplace promoter’s operation, there are nine indicators, namely: ‘belief about having a happy life’, ‘attitude toward participating in the activity’, ‘knowledge about life skills’, ‘knowledge about work skills’, ‘relationship with the activity’, ‘health-related behavior’, ‘work skills’, ‘collaboration in the work’, and ‘having a happy life.’ The evaluation reveals that the indicators which produced good outcomes are ‘relationship with the activity’, ‘collaboration in the work’, and ‘having a happy life’; while other indicators produced moderate outcomes. Moreover, there are other two indicators of the driving of the project at the employee’s level, namely, ‘employee retention’ and ‘the company’s performance.’ The evaluation of these indicators reveals that ‘employee retention’ yielded a good outcome while ‘the company’s performance’ yielded a moderate outcome.
For the summary of the evaluation result, in accordance with the driving theory of the Happy Workplace promotion project, the change at the happy workplace promoter team’s level and the change at the employee’s level. The evaluation of the Happy Workplace promotion team level reveals that 85 percent of performance indicators produced good outcomes, while 15 percent of all performance indicators produced moderate outcomes. The evaluation of the employee level reveals that 60 percent of performance indicators produced good outcomes, while the remaining 40 percent produced moderate outcomes. Overall, for the driving policy of the Happy Workplace promotion project, 60 percent of performance indicators produced good outcomes, while the remaining 40 percent produced moderate outcomes.
Table 2 Evaluation results of the driving theory of the Happy Workplace promotion policy

<table>
<thead>
<tr>
<th>Level</th>
<th>Number of indicators</th>
<th>Evaluation result</th>
<th>Needs improvement</th>
<th>Moderate</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>The happy workplace promoter team</td>
<td>13</td>
<td></td>
<td></td>
<td>2 (15.38%)</td>
<td>11 (84.62%)</td>
</tr>
<tr>
<td>2 The employee</td>
<td>15</td>
<td></td>
<td></td>
<td>8 (53.33%)</td>
<td>7 (46.67%)</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td></td>
<td></td>
<td>10 (35.71%)</td>
<td>18 (64.29%)</td>
</tr>
</tbody>
</table>

The overview of the evaluation of the driving strategy of the Happy Workplace promotion in the industry, using a theory-based evaluation, reveals that driving the project with the concept of the health promotion model caused positive changes in the behavior of the happy workplace promoters. However, the change in the organization itself was just a moderate one. This was because the pertaining to the design of the health promotion model, the level of the following up process after finishing a module and applying the research results was just moderate as well. If the project course focused more on following up and applying the research results, further improvements could be made to the course and thus lead to further changes in the behavior of the happy workplace promoter, which could be translated into a practical driving force in the organization.

Moreover, the causal-based working mechanism that caused the company's performance to be at a moderate level is the happy workplace promoter being unable to become a good coach and consultant. As a result, the evaluations of employees' beliefs, attitudes and knowledge about life and work skills were also at merely moderate level. Therefore, in order to apply the evaluation results, further focus should be placed on improving the role as a coach and a consultant among the happy workplace promoter. This will allow the working mechanism to achieve the targeted goals and the desired outcome for the company's performance.
Recommendations for further improvement of the Happy Workplace promotion project

Recommendations have been gained from a panel group discussion, comprising representatives from the related agencies in promoting the happy workplace project in the fashion industry, namely: 1) Workers Welfare Division, Department of Workers Protection and Welfare, Ministry of Workers; 2) Sectoral Industry Development Division, Ministry of Industry; 3) Textile Institute, Ministry of Industry; and 4) Bureau of Health Promotion, Department of Health, Ministry of Public Health. The experts’ opinions and recommendations on the SHARE Happiness Model can be summarized as follows.

1. It is possible to use the concept of the SHARE Happiness Model to promote the happy workplace among related organizations, and every ministry should specify the matter of health promotion as a vital part of their operation.

2. One thing that any organization can initiate immediately is to introduce the SHARE Happiness Model to the targeted groups within each ministry.

3. The Ministry of Industry tends to implement the SHARE Happiness Model and will incorporate the happy workplace policy as a norm for every industrial factory.

4. The Ministry of Industry tends to develop its personnel’s capabilities as coaches and consultants on the subject of the happy workplace. Therefore, it is possible for the Health Promotion Foundation to collaborate with the Ministry of Industry, using the SHARE Happiness Model, or to hire an external third party to serve as a coach and consultant to create the happy workplace promoter team, using the already existing capital used by the Ministry of Industry. If the government would recognize the importance of this policy and provide budget aid, the creation of such capability will be done more efficiently.

5. In order to drive the concept of the happy workplace, if there is an organization that supervises the standard of the happy workplace, the implementation of this concept can be done toward the same orientation easily. Moreover, such an organization will also provide the guidelines for evaluating the happy workplace operation, in order to monitor each individual organization’s operation.
6. In order to drive the concept of the happy workplace, each individual organization should actively participate in the policy making, where such a policy will be used for the Happy Workplace promotion project; for example, the Ministry of Education may implement the concept of a happy workplace for its students, and the Ministry of Social Development and Human Security can use this policy to improve the happiness of the elderly and people with disabilities, etc.

Discussion

For our discussion on the evaluation results of the Happy Workplace promotion project in the fashion industry, there are some interesting matters about driving the Happy Workplace promotion project, managing the happy workplace promoter training course, and pushing the concept of SHARE to the government agencies, as follows.

In terms of promoting the business to continuously promote happy workplace, using research and development, the overall result from evaluating the creation of the happy workplace promoter’s capability in arranging the happy workplace promoting activity among the employee is quite good. However, some businesses still lack continuity in their effort to promote the happy workplace project. Therefore, in order to create sustainable development, the Foundation should apply the results of Module 4 – creation of research about the direction of the project – in practice. The Foundation should also adjust its operation to one that relies on research and development, for example, by using the empirical data from the outcome of developing the happy workplace promoter in the business, or using data from businesses that operate in different contexts and industries to improve the activity, and implementing the improved activities and studying the results of the implementation. Many world-leading organizations in the field of happiness promotion have successfully done this, such as UNESCO (2014), the European Energy Research Alliance (EERA) and the Sustainable Development Foundation. It is recommended that the results from research studies about health promotion and happiness should be used for the development, in order to create sustainability (Madsen, Nordin, & Simovska, 2016; Barry, 2008). The policy options for the Foundation are as follows: 1) promoting the business to apply the
research results and to create an application plan as a tool for monitoring the application of the research results and the benefits yielded from such an application and 2) promoting the business to engage in research and development to increase the capability of the happy workplace promoter, in collaboration with the Foundation.

The evaluation results reveal that the number of happy workplace promoters created from the Foundation’s driving of the happy workplace project is expanding (increasing) too slowly. This tends to affect the achievement of the targeted goals under this performance indicator, as well as affecting the sustainability of the happy workplace organization. The Foundation’s project is a good guideline for a happy workplace that is also different from other happy workplace promoting projects; for example, the project is driven by human resources managers, as they are trained to implement the concept in their organization while communicating with the management about the making of the happy workplace policy, etc. The problem with the number of happy workplace promoters is the same one that occurred with the sustainable happiness promotion program implemented in Australia. Patrick and Kingsley (2017) remarked that the sustainability of the happiness promotion program is significantly influenced by having a sufficient number of happy workplace promoters, as these individuals will be the leaders of the changes in people’s behavior, whether in term of their health, income, solicitation, etc. The research results also focus on the importance of the happiness-building capacity of the external happy workplace promoter and the organization’s employees or developers; these people must work together in order to create a co-learning environment.

Another interesting point is that, although some businesses have sufficient budgets to create happy workplace promoters and to support various activities that drive the concept of the happy workplace, these businesses failed to make significant successes with their efforts. This is because they didn’t have a sufficient number of external coaches/consultants. Therefore, an organization focusing on the concept of the happy workplace and being ready to commit its own budget to do so, may allow the Foundation to continue to drive the project after the initial implementation, in order to help them create a sufficient number of happy workplace promoters. Such a project
that relies on the organization’s own investment should be able to further expand the project result by including other organizations outside the fashion industry. The policy options for the Foundation are as follows: 1) promoting the business supporting happy workplace promoters in their organization, as a result of the research that drives the concept of the happy workplace, and adjusting the driving strategy so the happy workplace promoters are able to drive an appropriate operation, as per the organization’s context; and 2) communicating with the business so it recognizes the potential benefits from driving the happy workplace promoters in the business, especially the benefits for the organization's output. So, the business will increase its investment in further developing the happy workplace project after the initial course is finished.

Creating a collection of various model organizations and allowing businesses to learn from such model organizations is another driving strategy that has led the Foundation’s project to its success. The Foundation requires potential applicants to the project to visit and observe the operations and activities of the model organizations (Module 2). However, as the model organizations are limited to merely a handful of industries, some businesses reflect that the learning activities provided by the model organizations can hardly be adapted to their organizations, as the differences between the model industries or management is too large. Therefore, the Foundation should recruit model organizations from a wider variety industries and, if possible, should arrange the happy workplace promoter training course for businesses in the same industry or similar contexts in the same group. Doing so gives them opportunity to learn together and thus will provide further benefits to these businesses. Such a finding from the evaluation results can be verified by the work of Torp, Eklund, and Thorpenberg (2011), who studied promotion of the happy workplace in Nordic countries between 1986 and 2008. They studied the effect of health promotion–related interventions and found that, although using the concept of empowerment in exchanging businesses’ experiences in promoting the happy workplace is a good idea, if the group itself is quite diverse then the actual implementation can be difficult. Therefore, in order to use the concept of empowerment, the group must allow the people participating in the exchange to have the ability to create the direction and implementation of the health
promotion, in accordance with their business’s context. Otherwise, it will not be a true implementation of the empowerment concept. The policy options for the Foundation are as follows: 1) promoting the business to learn from the model organizations continuously, and 2) creating a varied collection of model organizations so businesses may use their knowledge and apply examples from other businesses in the same industry or similar contexts.

In reviewing the categorization of performance indicators, the authors believe that the indicators for the project’s success, as specified by the Foundation, are not in line with the criteria for measuring the success of the Foundation’s operations. For example, developing knowledge/creating innovation should focus on measuring the innovation in Happy Workplace promotion in the organization, measured as per the happy workplace promoter training course, rather than from the SHARE Happiness Model. This would create a mixture of several types of indicator under the knowledge management section. Moreover, when the quantitative indicator is based on the number of businesses participating in the model organization project and creating a network of happy workplace organizations, the Foundation’s failed to achieve the targeted goals, even though the developed innovation has an appropriate quality and leads to the successful development of Happy Workplace promotion in businesses in the fashion industry. Barber, Nick, and Artis (2016) proposed that specifying the project’s initial driving goals may be lead to problems if the performance does not yield the desired operation or outcome. This is possibly due to errors made in adjusting the goals. Therefore, an organization should have a process for adjusting its targeted goals as it goes, where the performance outcome is adjusted to match the desired outcome. This process is composed of: 1) specifying the goal, 2) prioritizing and adjusting the goal, and 3) communicating the goal. From these three steps, it can be seen that the goal should be constantly adjusted, in order to achieve the project’s desired outcome. The policy options for the Foundation are as follows: 1) categorizing and adjusting the targeted goal, in accordance with the desired outcome, and 2) negotiating with Office 8 – The Happy Workplace promotion Office of Health – about adjusting the goal to reflect the quality of the Foundation’s performance, especially if increasing the number of quality indicators.
References


