

# Intellectual Discourse

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# *Intellectual Discourse*

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# Unravelling the Roles of Social Media Usage, Individual Well-Being, and Working Environment on Happiness at The Workplace

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**Tengku Siti Aisha Tengku Azzman\*\***  
**Syed Arabi Idid\*\*\***

**Abstract:** Employee happiness at the workplace has become an increasingly popular topic among researchers and scholars in the past two decades due to the rising support over its role as one of the determinants of organisational outcomes. Despite the availability of vast literature on employees' happiness, no conclusive findings have been established to the contributing factors that influence happiness at workplace. This study examined the factors that contribute to happiness at workplace. Three contributing factors, which are social media usage, individual well-being, and working environment were examined. A survey was conducted among 475 employees of manufacturing companies in Malaysia. The results revealed that social media usage was not a significant predictor to employees' happiness despite their high usage in Facebook, Instagram, and YouTube. Nevertheless, individual well-being and working environment were found to become significant predictors to happiness at work. The study's findings enrich the literature on employee happiness in organisations.

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**Keywords:** Happiness, individual well-being, manufacturing, social media usage, working environment.

**Abstrak:** Kebahagiaan pekerja di tempat kerja mereka adalah topik yang semakin popular di kalangan penyelidik dan sarjana sejak dua dekad yang lalu disebabkan oleh peningkatan sokongan terhadap peranannya sebagai salah satu penentu hasil organisasi. Walaupun terdapat literatur tentang kebahagiaan pekerja, masih tiada penemuan konklusif terhadap faktor penyumbang yang mempengaruhi kebahagiaan di tempat kerja. Kajian ini menganalisis faktor-faktor yang menyumbang kepada kebahagiaan di tempat kerja. Tiga faktor penyumbang, iaitu penggunaan media sosial, kesejahteraan individu dan persekitaran kerja telah diperiksa. Satu tinjauan telah dijalankan di kalangan 475 pekerja syarikat pembuatan di Malaysia. Hasilnya mendedahkan bahawa penggunaan media sosial bukanlah peramal penting kepada kebahagiaan pekerja walaupun penggunaannya adalah tinggi, terutamanya media Facebook, Instagram dan YouTube. Namun begitu, kesejahteraan individu dan persekitaran kerja didapati menjadi peramal penting kepada kebahagiaan di tempat kerja. Dapatan kajian ini dapat memperkayakan literatur tentang kebahagiaan pekerja dalam organisasi.

**Kata kunci:** Kebahagiaan, kesejahteraan individu, pembuatan, penggunaan media social, persekitaran pekerjaan

## Introduction

Adults spend most of their lifetime at work. Consequently, it is important for managers to determine employees' happiness to promote a harmonious working environment and employee well-being at the workplace. Happiness at the workplace influences the overall productivity and well-being of employees (Wok & Hashim, 2014). Employees' happiness determines job satisfaction (A.Manaf, Tengku Azman, & Idid, 2021). Research shows that employee dissatisfaction at work may lead to negative organisational outcomes such as lower production, delayed growth, high attrition rate, and a lack of creativity and innovation (Sony, Chawla, & Sengar, 2016).

Unhappy employees may suffer from stress, anxiety, and depression, which may result in low productivity, a lack of motivation, absenteeism, and termination (Gadhavi & Taker, 2021). Hence, providing a

harmonious workplace and motivating employees have become essential tasks for employers nowadays. Happy employees and healthy working environments lead to positive outcomes in organisations, such as increased productivity and sales, customer satisfaction, creativity, innovation, adaptation, flexibility; reduced stress; and lower absenteeism among employees (Rahmi, 2018).

Despite many studies focused on workplace happiness, the influencing factors of employee happiness at work are still debatable, as organisations provide scope of happiness differently (Merdeka, Isa & Wafa, 2020). Gangwani, Alhalawany, and Sheikh (2020) concluded in their study that no single factor could create happiness at the workplace. They found work environment, family environment and living condition, genetic and personality factors, social interaction, organisational factors, leader/supervisor behaviour or attitude, spirituality, and emotional wellness as contributing factors to workplace happiness.

Apparently, the contributing factors to employee happiness are not confined to organisational aspects but include other external factors such as faith, fitness, family, and friends (Ng, 2022). In addition, individual factors such as self-satisfaction and self-development at the workplace are found to be pertinent determinants of job satisfaction and happiness among academics in a higher educational institution (Isa, Jaes, Damin, & Latiff et al., 2019). Individuals' well-being or good feeling about themselves determines their satisfaction at work (A. Manaf et al., 2019).

Social media usage as an everyday routine is positively associated with different health outcomes, such as social well-being, positive mental health, and self-rated health (The Big Three, 2020). Social media usage at the workplace leads to positive outcomes. Communication via social media makes employees happy, inducing them to support their organisation and colleagues (Labban & Bizzi, 2021). Social media platforms have a unique ability to connect users, resulting in better emotional well-being (Graciyal & Viswam, 2021), and hence, happiness among employees. Pittman (2018) asserts the more one uses social media, the more likely he or she will believe those platforms are a good way to connect with others (perceived intimacy), thereby increasing the likelihood that satisfaction and social connection will result from its usage. Staying connected through social media with friends and family

is among the greatest sources of happiness at the individual level (Ng, 2022).

Workplace happiness has become a prominent domain of research and a major concern among organisations. However, researchers and scholars have not reached a consensus regarding which factor is the most significant determinant of employees' happiness at the workplace, and yet is still a debatable issue (Rao, Vijayalakshmi & Goswami, 2018). Therefore, to better understand the factors that contribute to employee happiness, this study was carried out. Specifically, the purpose of this study is to examine the extent to which social media usage, working environment, and well-being serves as the contributing factors towards workplace happiness. Additionally, literature on happiness and well-being reveal that previous research was conducted mainly among non-work samples such as parents, students and teenagers (Aboramadan & Kundi, 2022). This study filled this gap by using employees in manufacturing companies as the sample.

## Literature Review

### *Happiness at the workplace*

Happiness refers to positive attitudes or pleasant experiences, for instance, positive feelings, moods, and emotions at the workplace (Omar et al., 2018). In other words, satisfaction is inter-related with other emotions such as family-work balance and individual well-being.

Happiness at the workplace is defined as feelings of positivity when an employee can maximise their performance and provide satisfaction for themselves (Agustien & Soeling, 2020). Naturally, every employee will feel a sense of comfort and happiness when they are satisfied with their job performance and have a positive work environment.

Happiness at the workplace is crucial because when employees are happy, feelings of happiness will drive them to perform their jobs better. Hence, it is crucial for organisations to provide a positive environment. The implications of a hostile working environment include frustrations, missed deadlines, and poor job performance (Jong et al., 2020).

Wesarat, Sharif, and Majid (2015) define happiness in the workplace as employees' satisfaction, who are content with both their work and their personal lives. According to this viewpoint, satisfied workers are



individuals that feel well about their personal circumstances and hence are content with their jobs.

The level of happiness among employees is a key factor in creating a positive work environment. According to Štreimikienė and Grundey (2009), contented workers would be happy in their jobs. Their contented lifestyle in some generates pleasant emotions that inspire them at work. As a result, positive workplace outcomes predominate, such as rising productivity, quality, sales, customer satisfaction, creativity, innovation, adaptation, and flexibility, and falling employee stress, losses, and absences (Štreimikienė & Grundey, 2009). According to Veenhoven (2006), ‘happiness’ is a term that is synonymous with one’s well-being and quality of life. According to him, there are four aspects of life one might strive towards, in order to be happy: the environment’s ability to support life, a person’s ability to support life, the utility of life, and satisfaction of life.

#### *Individual well-being and happiness at the workplace*

Researchers have discovered a relationship between happiness and subjective well-being. Happiness at the workplace correlates with individuals’ satisfaction. Satisfaction can be divided into two interrelated types, which are work satisfaction and life satisfaction. There is a strong link between job satisfaction and overall happiness. In other words, job satisfaction influences life contentment, which in turn influences job satisfaction (Saari & Judge, 2004). Therefore, individual well-being is important for sustaining workplace happiness. According to Wesarat, Sharif, and Majid (2015), happiness in the workplace refers to employees’ satisfaction not only in their work but also in life. In this perspective, happy employees can be described as those who have positive feelings about the conditions of their life, thus are happy with their personal life.

Individual well-being as defined by Fisher (2010) is the feeling of personal satisfaction that influences a person to feel happy. This means that organisations that attend to employees by creating a positive work environment, which will help improve job satisfaction, will also create happiness at the workplace because all these concepts interrelate with one another.

### *Working environment and happiness at the workplace*

The environment at the workplace is a crucial component of the working life because employees spend most of their time at work, and this component influences other aspects of the work life. Researchers have noted that a comfortable working environment have a direct and positive work outcome by helping employees to be more focused (Hafeez, Yingjun, Hafeez, Mansoor, & Cheema, 2019). A good and positive environment is an environment that is employee-centred (Awan & Tahir, 2015). Additionally, it provides employees with the tools to perform their work efficiently. This type of environment is also described as a supportive environment.

Furthermore, researchers have contended that workplace environment such as workload capacity, overtime schedule, travel, air quality, and lighting condition can all influence employees' happiness (Baumeister, Vohs, Aaker, & Garbinsky, 2013). On another note, Hafeez et al. (2019) remarked that a healthy and comfortable working environment would increase employees' productivity, and this kind of environment has a positive relationship with workplace happiness because it allows employees to achieve their organisational goals.

### *Social media usage and happiness at the workplace*

The usage of social media to facilitate job-related tasks has increased employees' job performance (Jong, Chen, Ruangkanjanases, & Chang, 2020). Further, employees use social media as a tool of escapism by surfing sports-related content or music. By doing so, their individual well-being increases, which creates a healthy working environment and results in overall workplace happiness.

Among the popular public and personal social media platforms, Facebook, Twitter, and LinkedIn have been utilised by organisations to improve employee engagement, knowledge sharing, innovation, customer service, marketing, and talent recruitment (Song, Wang, Chen, Benitez, & Hu, 2019; Dong & Wu, 2015). For this reason, employees are also becoming more active on social media, and in the workplace setting, social media can be used for either social or work-related purposes.

Notably, using the different types of social media alternately at the workplace seems to ease employees' work, especially for urgent

matters. Social media facilitates the execution of tasks such as emailing colleagues and superiors to communicate on official matters, using WhatsApp to convey urgent matters, watching YouTube to learn new things, and using Facebook and Google to find participants for events (Mohamed, Sidek, Izharudin, Kudus, Hasan, & Noor, 2019; Dora, Sidek, Hassan, Mohamed, Kudus, Mustaffa, & Mokhtar, 2017; Mustafa & Hamzah, 2011). Another study explained that social media facilitates employees in communication, knowledge sharing, and decision making, leading to increased job performance (Radhakrishnan, Basit, & Hassan, 2018). Mustafa and Hamzah (2011) found that at least 55% of employees used the social network at least once a week regardless of the type of organisation. This notion is supported by Adebo, Adekunmi, and Daramola (2013), who found that employees spent most of their time during working hours using social media in order to gather task-related information.

Since social media is often used to facilitate job-related tasks. Mohamed et al. (2019) deduced that there is little difference in the pattern of social media usage at the workplace between male and female employees. Adebo et al. (2013)'s research shared the same conclusion and added that male and female employees surf social media for slightly different purposes during the working hours. While the most prevalent result is for networking and job facilitation, male employees are also seen to use social media to access sports resources during working hours while female employees use social media for music resources. Both activities serve as escapism for the employees. This finding shows that the two genders have slightly different patterns of social media usage during working hours.

Social media usage also differs across job positions. Song et al. (2019)'s research explored social media usage between team leaders and team members at the workplace. The research revealed that team leaders or managers use social media to communicate work-related information and boost team members' morale by enhancing their sense of belonging. Meanwhile, team members use social media mostly for work-related purposes.

Additionally, regardless of the job position, employees use social media at the workplace for similar purposes (task-related) but in different patterns (job scope). Team leaders or managers use social media to screen job applications, for example, through LinkedIn (Kaur,

Arianayagam, & Singh, 2020). In contrast, other employees tend to use social media to communicate with colleagues. Therefore, given the different patterns of social media usage between male and female employees as well as employees occupying different job positions, it can be concluded that there are differences in social media usage between employees in high- and low-income groups. Hence, this study hypothesised that social media usage at the workplace differs across gender, job position, and income, as follows:

H<sub>1a</sub>: Social media usage differs significantly between genders

H<sub>1b</sub>: Social media usage differs significantly across job positions

H<sub>1c</sub>: Social media usage differs significantly across income groups

### **Uses and Gratifications Theory**

Uses and gratification (U&G) theory emerged in the late 1940s with the aims to explore the rationale behind using the media to gratify one's needs and to comprehend the motivation behind individuals' media usage (Hossain, Kim, & Jahan, 2019). This theory assumes that individuals are perceptually aware of their needs, motivations, and what they expect from the projection of the media (Katz, Blumler, & Gurevitch, 2019). This awareness leads to the subjective choice of the media and gratification. For instance, while most of the population might use social media for networking, others might use it primarily for gaming and sharing media content. Therefore, U&G theory conceptualises media usage as a means of satisfying individuals' social and psychological needs.

Previous U&G studies explored the motivations for using different types of media such as newspapers, television, and smartphones. More recently, in the contemporary environment of rigorous social networking services (SNS), U&G theory was used to investigate the motivations behind people's usage of Facebook, WeChat, Twitter, social virtual worlds, and social networking games. Hossain, Kim, and Jahan (2019) used U&G theory to understand the Facebook liking behaviour, which is likely to boost continuous usage intentions among Facebook users. In another study, Teng and Ju (2017) utilised U&G theory to

understand how the elderly used social media and how they cope with this technology in their lives.

Therefore, this study uses U&G as a premise to suggest that social media usage among employees of manufacturing companies will satisfy their needs for social interaction with families, friends, and colleagues, hence enabling them to attain happiness at the workplace.

Based on the literature on the precursor of happiness, this research hypothesised that social media usage, working environment, and individual well-being influence happiness. Therefore, the following hypotheses were postulated:

H<sub>2</sub>a: There is a positive relationship between social media usage and happiness

H<sub>2</sub>b: There is a positive relationship between working environment and happiness

H<sub>2</sub>c: There is a positive relationship between individual well-being and happiness

Figure 1: Conceptual framework of the study

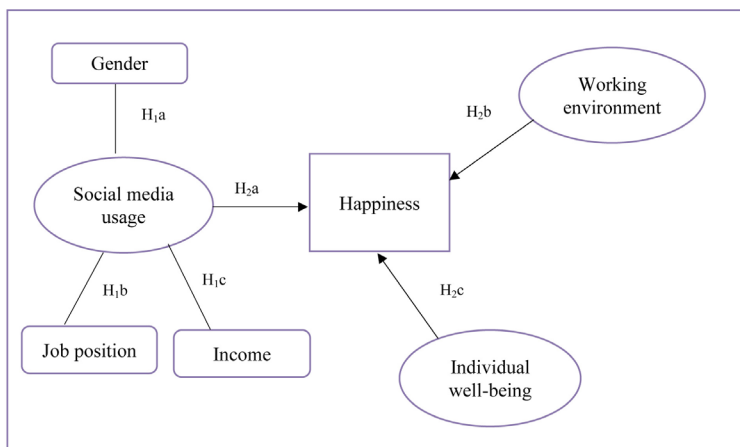


Figure 1 is the conceptual framework of this study. The figure illustrates the relationships between the three variables (social media usage, individual well-being, and working environment) and happiness. Social media usage, working environment and individual well-being are the independent variables of the study, while happiness serves as the

dependent variable. Based on this framework, this research sought to achieve the following research question:

RQ: What is the best predictor of happiness among manufacturing employees?

## **Research Methodology**

### *Sampling and Data Collection*

To answer the research question of the study, a quantitative methodology was employed. Data were collected using a survey research design where 475 factory workers were approached and verbally interviewed by trained enumerators regarding their usage of social media, their well-being and perception about their working environment and their happiness at the workplace. Stratified random sampling was used to select the respondents. Data collection was conducted within the period of three months, and it was carried out in industrial areas in Selangor, Perak, Pahang, and Kedah in Malaysia.

The manufacturing employees who participated in the survey consisted of various races, including the Malays, Chinese, and Indians, regardless of their religion. The respondents consisted of manufacturing employees, including line workers, operators, engineers, supervisors, and administrative officers. The collected data were analysed using the SPSS program.

### *Research Instrument*

A set of survey questions was constructed as the main instrument for data collection. It consisted of eight sections. However, data from only five sections were analysed for this paper: (a) respondent's background, (b) social media usage, (c) happiness, (d) individual well-being, and (d) working environment.

*Respondent's background.* In the first section, the respondents were asked about their demographic background encompassing gender, race, age, current position at the factory, and monthly salary.

*Social media usage.* In this section, respondents were asked to indicate the frequency of their social media usage in a day. Social media usage was defined by answers to the following question, "In average, how frequent do you use social media?" Respondents were asked to

indicate their frequency of using different types of social media, such as WhatsApp, WeChat, Facebook, Twitter, YouTube, and Instagram. They were asked to indicate the frequency of usage based on the following scale: 1) *more than 5 times*, 2) *6–10 times*, 3) *11–15 times*, and 4) *more than 15 times*.

*Happiness.* This scale was adapted from A. Manaf et. al. (2021). This section consisted of four items concerning respondents' perceptions of their levels of happiness in life. For two items, happiness was measured using a five-point Likert scale with responses ranging from 1 to 5, where 1 = *very unhappy*, 2 = *unhappy*, 3 = *moderate*, 4 = *happy*, and 5 = *very happy*. For the remaining two items, respondents were required to rate their levels of happiness regarding others' situations. The scales given were 1 = *never*, 2 = *it does not portray myself*, 3 = *it portrays myself a little*, 4 = *it does portray myself*, and 5 = *it really portrays myself*.

*Individual well-being.* This section aimed to find out the employees' perceptions of their self-condition and their family. The well-being scale used in A. Manaf et. al.'s (2019) research was adapted in this study. This life quality section consisted of eight questions concerning employees' satisfaction with their job, health, relationship with their neighbours, family living condition, housing area, family income, social life, and ambitions. The responses used a five-point Likert scale ranging from 1 to 5, where 1 = *very dissatisfied*, 2 = *dissatisfied*, 3 = *moderate*, 4 = *satisfied*, and 5 = *very satisfied*.

*Working environment.* The fourteen-questions scale adapted from A. Manaf et. al. (2019) was used in this research to explore respondents' perceptions on their working environment. The questions asked concerned their work instruments, facilities provided, work atmosphere, safety at the workplace, their relationship with the management and other workers, the reward and benefit system practised by the factory, salary, allowance, overtime pay, comparison of the salaries received between local and foreign workers, and the future of factory workers. A five-point Likert scale was used with responses ranging from 1 to 5, where 1 = *strongly disagree*, 2 = *disagree*, 3 = *moderate*, 4 = *agree*, and 5 = *strongly agree*. The next question asked was also regarding their overall job satisfaction. A five-point Likert scale was also used, where 1 = *very dissatisfied*, 2 = *dissatisfied*, 3 = *moderate*, 4 = *satisfied*, and 5 = *very satisfied*. Lastly, an open-ended question was included to seek

the respondents' suggestions on how to improve the current working situation within the factory where they worked.

The independent variables for this study were social media usage, working environment, and individual well-being; and the dependent variable was happiness. A reliability test was performed to check the consistency and accuracy of the measurement scales. High values of Cronbach's alpha coefficients were obtained, ranging from .95 to .99, indicating the questions in each construct measured similar concepts and they were internally consistent (Cronbach, 1951). Specifically, the Cronbach's alpha in the present study for working environment was .95 while for individual well-being, the value was .98. This indicates that both constructs had high internal consistency.

### *Statistical Analyses*

Hypotheses 1a, 1b, and 1c were tested using crosstab and chi-square analyses. Hypotheses 2a, 2b, and 2c were analysed using hierarchical regression analysis. Specifically, the crosstab and chi-square analyses were used to identify the relationships between social media usage and gender, income, and job position. Cramer's V was calculated to measure the strength of the relationships, and its values indicated small ( $V = .06$ ), medium ( $V = .17$ ) and large ( $V = .29$ ) strength (Cohen, 1998). Additionally, a stepwise hierarchical regression was run to analyse the relationships between social media usage, working environment, and individual well-being and to identify which predictor influenced happiness more.

## **Findings**

### *Demographic profile of respondents*

From the total of 475 respondents, 63% were females and 37% were males. The Malays constituted 72.5% of the respondents, making them the majority race of the manufacturing employees who participated in this study. Overall, the respondents were rather young, with 42.4% of them belonging to the 19–30 years old age group.

A large proportion of the manufacturing employees who participated in this study were operators and technicians (33.5%), followed by those in managerial positions (14.1%), administrative/human resource/



support staff (13.9%), marketing/finance/sales staff (10.9%), engineers (5.1%), drivers (4.8%), and security staff (3.2%).

More than half of the respondents (59.2%) earned more than RM2000 monthly. Next, 36.5% earned between RM1000 and RM2000 per month, while the smallest group (4.3%) comprised those earning less than RM1000 monthly. The summary of the respondents' demographic profile is shown in Table 1.

Table 1: Demographic profile of respondents

Demographic variables		Percentage (%)
Gender	Male	63.0
	Female	37.0
Race	Malay	72.5
	Chinese	16.5
	Indian	10.0
Age	19–30	42.4
	31–40	24.6
	41–50	23.1
	51 above	9.9
Job position	Operator and technician	33.5
	Managerial	14.1
	Administrative/HR/Support	13.9
	Engineers	5.1
	Marketing/Finance/Sales	10.9
	Security	3.2
	Drivers	11.4
Income	Others	
	Less than RM1000 (Low)	4.3
	RM1000–RM2000 (Moderate)	36.5
	More than RM2000 (High)	59.2

*Pattern of social media usage among employees in the manufacturing sector*

Crosstab and chi-square of independence tests were performed to assess the relationships between social media usage and gender, income, and job position (see Table 2). The results showed no significant relationship between gender and social media usage, indicating that men and women use social media equally every day.

Table 2: Percentage of social media usage by gender

Gender	WeChat Use (%)	YouTube Use (%)	Instagram Use (%)	WhatsApp Use (%)	Facebook Use (%)	Twitter Use (%)
Male	30.3	60.5	59.3	87.5	74.3	24.9
Female	34.1	52.9	70.8	89	73.3	30.6

In addition, the chi-square analysis revealed significant a relationship between WeChat usage  $X^2(6, N = 325) = 19.78, p < .001$  and income. The effect size for this finding, Cramer's  $V$ , was moderate,  $V = .17$ . In addition, a significant relationship was found between YouTube usage and income,  $X^2(6, N = 424) = 25.8, p < .001$ . The effect size based on Cramer's  $V$  was also moderate,  $V = .17$ . Similarly, a significant relationship was found between Instagram usage  $X^2(6, N = 371) = 29.85, p = < .001$  and income. The effect size for this finding, Cramer's  $V$ , was moderate,  $V = .20$ .

As Table 3 shows, manufacturing employees who were in the moderate-income group (79.8%) used Instagram more than those in high (55%) and low (61.8%) income groups. Regarding YouTube usage, employees in the low-income group (66.7%) used it more than those in moderate (60.6%) and high (45.6%) income groups. As for WeChat usage, about the same percentage of employees from high (39.7%) and moderate (37.6%) income groups used it, but only 21.3% of the employees from the low-income group used it.

Table 3: Percentage of Social Media Usage by Income Group

Income group	WeChat Use (%)	YouTube Use (%)	Instagram Use (%)
High	39.7	45.6	55
Moderate	37.6	60.6	79.8
Low	21.3	66.7	61.8

The results showed that employees earning high incomes used WeChat more than those earning moderate and low incomes. On the other hand, low-income employees tended to use Instagram and YouTube more than moderate- and high-income employees.

Meanwhile, another chi-square analysis performed found significant differences between Facebook usage and job position,  $X^2(28, N = 434) = 58.12, p = <.001$ . The effect size, Cramer's  $V$ , was moderate,  $V = .18$ . In addition, a significant relationship was found between Instagram usage and job position,  $X^2(21, N = 362) = 63.17, p = <.001$ . The effect size, Cramer's  $V$ , was moderate,  $V = .24$ . Table 4 shows that employees who were in marketing/finance/sales used Facebook (86.6%) and Instagram (85.7%) more than other employees.

Table 4: Percentage of Social Media Usage by Job Position

Job Position	Facebook Use %	Instagram Use %
Operator/Technician	78.6	67.9
Managerial	64.6	38
Administrative/HR/Support	83.6	74.2
Engineers	83.4	49.9
Marketing/Finance/Sales	86.6	85.7
Security	71.4	30

*Relationships between social media usage, individual well-being, working environment, and happiness*

This study examined the variables predicting employees' happiness by using the hierarchical regression analysis (see Table 5). In Step 1, social media usage was entered into the equation. In Step 2, working environment was entered into the equation. Finally, individual well-being was entered in Step 3. Employee happiness was the dependent variable in this analysis.

In Step 1, WhatsApp usage, WeChat usage, Facebook usage, Twitter usage, YouTube usage, and Instagram usage did not emerge as significant predictors of happiness. This finding indicated that social media usage by manufacturing employees did not determine their happiness at the workplace. Therefore, H<sub>2a</sub> was not supported. In Step 2, working environment emerged as a significant positive predictor of employee happiness ( $\beta = .27, p < .01$ ). Therefore, H<sub>2b</sub> was supported. Additionally, in Step 2, social media usage remained an insignificant predictor of happiness. However, working environment only accounted for an additional 0.8% of the variance, and the *F* change was significant ( $p < .01$ ).

In Step 3, when individual well-being was entered into the equation, it emerged as a significant positive predictor of happiness ( $\beta = .42, p < .01$ ). Therefore, H<sub>2c</sub> was supported. In this step, working environment remained as a positive and significant predictor to happiness ( $\beta = .15, p < .001$ ). On the other hand, individual well-being emerged as the main predictor to happiness and accounted for an additional 23% of the variance explained, and the *F* change was also significant ( $p < .01$ ). Therefore, both H<sub>2b</sub> and H<sub>2c</sub> were supported, but H<sub>2a</sub> was not supported. The final equation accounted for 23% of the variance explained in employee happiness. Finally, based on the hierarchical regression analysis, individual well-being emerged as the best predictor of happiness. This result answered the research question of this study.

Table 5: Summary of Regression Analysis for Predicting Happiness among Manufacturing Employees

Variable	<i>B</i>	<i>SE B</i>	$\beta$
Step 1			
Usage of WhatsApp	.12	.08	.13
Usage of WeChat	.10	.10	.08
Usage of Facebook	.08	.07	-.08
Usage of Twitter	-.14	.13	-.10
Usage of YouTube	-.11	.09	-.10
Usage of Instagram	.02	.08	.02
Step 2			
Usage of WhatsApp	.11	.08	.12
Usage of WeChat	.08	.09	.06
Usage of Facebook	.09	.07	-.10
Usage of Twitter	-.07	.14	.07
Usage of YouTube	-.08	.13	-.07
Usage of Instagram	-.02	.07	-.02
Working environment	.19	.05	.27**
Step 3			
Usage of WhatsApp	.05	.07	.05
Usage of WeChat	-.03	.09	-.03
Usage of Facebook	.08	.06	.09
Usage of Twitter	-.14	.12	-.08
Usage of YouTube	-.01	.08	-.01
Usage of Instagram	-.05	.07	-.05
Working environment	.10	.04	.15**
Individual well-being	.37	.06	.42**

Note. Step 1:  $R = .23$ ,  $R^2 = .05$ ,  $p < .001$ ; Step 2:  $R = .29$ ,  $R^2 = .08$ ,  $\Delta R^2 = .03$ ,  $p < .01$ ; Step 3:  $\Delta R^2 = .16$ . Total  $R^2 = .24$ ,  $p < .001$ , Total Adj.  $R^2 = .23$ . \* $p < .05$ , \*\* $p < .001$ .

## Discussion and conclusion

The study's findings indicate that manufacturing employees use WeChat more than other types of social media. WeChat is commonly used by young people, and they use it mainly for entertainment. Gong, Liu, and Cheng (2019) positioned WeChat as the dominant medium of social media communication in China, as 79.6% of the total population were reported to be frequent users of the app. While WeChat was established to incorporate the basic function of communication, amongst others, the findings indicate that gratifications from entertainment significantly affect the daily usage of WeChat (Montag, Becker, & Gan, 2018). Further, based on the findings, social media usage is not an important predictor of happiness among employees in the manufacturing sector. This is possibly due to the nature of their jobs, especially those in the production division which demands high commitment to the task, which leaves them with little time to use social media (A. Manaf, Idid, & Buyong, 2018). Similarly in another study, Veldeman, Van Praet, and Mechant (2017) discovered that social media acceptance among industrial employees was significantly hampered by their lack of technology affinity and a conservative mindset. Nevertheless, this study's findings on gratification highlight that social media usage does not contribute to happiness among manufacturing employees. Therefore, these findings appear to lend partial support to the assumptions of uses and gratifications theory, where gratification is obtained when using certain social media.

Further, the findings point to the importance of working environment and individual well-being as predictors of happiness. A conducive working environment makes employees happy. These findings are in line with the statements of previous researchers who contend that workplace environment determines employees' happiness (Baumeister, Vohs, Aaker, & Garbinsky, 2013).

In addition, the findings indicate that individual well-being serves as a more important factor than working environment that determines employees' happiness at the workplace. Apart from the working environment, employees who are satisfied with their own lives will also be happy at work since they often carry their joy from home to the workplace and vice versa. Individuals' relationships with their neighbours, their good feelings, and perceptions as well as satisfaction

with their family's living condition, housing area, family income, and social life contribute to their satisfaction in life, which makes them happy at the workplace. Hence, personal happiness and life contentment are the most crucial determinants of employees' happiness at the workplace, as discovered in past studies (Gadhavi, Parikh, Patel, Joshi, & Thaker, 2021; Gangwani, Alhalwany, & Sheikh, 2020).

Overall, the findings indicate that individual well-being and working environment are significant determinants of employees' happiness. Employees always transfer their happiness from home to the workplace and vice versa (Gadhavi et al., 2021). Therefore, this study's findings suggest that employers must look after their employees' welfare to ensure that they have a good life, which will lead to their satisfaction at the workplace. In addition, employers should provide a safe, healthy, and conducive working environment to increase employees' levels of happiness at the workplace.

This study has several limitations. The major limitation is related to the relatively small sample which was restricted to employees of manufacturing companies in selected states in Peninsular Malaysia. The results, therefore, cannot be generalised to all manufacturing employees in other states in Malaysia, especially in East Malaysia. Additionally, the findings of this study are solely based on the quantitative methodology; future studies could use the qualitative or mixed-mode approach to further explore social media usage and the gratifications arising from it among manufacturing employees in Malaysia. In addition, this study only examined social media usage, individual well-being and working environment as the contributing factors towards happiness at work. Other variables could be considered in future studies. Furthermore, this study utilised Uses and Gratifications theory to understand the studied phenomenon. Further studies may also use other relevant theories such as Herzberg's two factor theory to further understand factors which contribute to workplace happiness.

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