

## **An Empirical Study on the Happiness of Generation MZ Employees in South Korea: Focusing on the Preceding Factors of Happiness and Engagement**

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**Abstract** This study focuses on the happiness of the generation MZ of innovative enterprises, which are evaluated as the driving force of economic growth at a time when the value of happiness is emerging. Happiness is related to the prosperity and performance of the organization. However, MZ generation office workers, who account for 45% of the economically active population, are considered unhappy at work. Therefore, this study attempted to explore the preceding factors (organizational factors, relationship and communication factors, and personal factors) of happiness for the generation MZ of innovative enterprises and to examine the effect of happiness on employee engagement. For the study, 300 usable responses were collected from generation MZ working in innovative enterprises through an online survey. Research hypotheses and research questions were verified using SPSS 26.0 and AMOS 23.0. As a result, it was confirmed that procedural justice among the organizational factors, rewarding co-worker/supervisor relationship among the relationship/communication factors, and personal factors (meaningfulness of work, personal accomplishment) positively affected the MZ generation's workplace happiness. In particular, the meaningfulness of work, which corresponds to personal factors, exerted the most significant influence. In addition, in the case of happiness at the workplace, there was a positive effect on employee engagement, which was stronger in organizational engagement than in job engagement. As a result of examining the structural relationship between variables used in the study, it was found that procedural justice, rewarding co-worker/supervisor relationships, the meaningfulness of work, and personal accomplishment positively affected employee engagement through happiness. Through research, the importance of happiness at the workplace was suggested by systematically reviewing the preceding variables of happiness at the workplace and grasping the positive effects of happiness. In addition, the management measure of generation MZ employees of innovative enterprises was discussed, the necessity of research on happiness at the workplace was emphasized, and follow-up studies were proposed.

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## **I. Object and Background**

Korea has achieved rapid economic growth since industrialization, with its GDP ranking 9th in the world in 2020 and being upgraded from a developing to an advanced country in 2021. Some people even call this rapid economic growth a “miracle on the Han River.” Innovative enterprises were labeled as cornerstones of economic growth and job creation at the Talks of Current Economic Issues in 2018, and the importance of innovative businesses in economic growth is on the increase. Therefore, the government actively supports innovative businesses for economic growth. Currently, the government runs a program in which it selects 1000 innovative enterprises that will lead economic development and financially assists them. 835 companies were on the program’s list in 2021, and 165 more will be selected by 2022 (ROK Policy Briefing, Dec. 14, 2021).

On the one hand, innovative companies are championed as the engine for future growth, but on the other hand, economists are warning of S. Korea reaching zero economic growth in the next five years. Experts explain that the labor market is becoming tight and that there are too many roadblocks to business innovation, thus slowing economic growth (Chosun Biz, 2022). Meanwhile, interest in happiness has increased since achieving economic prosperity, and the government has implemented an Index of Quality of Life (SERI, 2013), but Koreans’ lives do not seem to be prospering in accordance with economic growth. “One out of five Koreans are happiness-vulnerable, and Korea is the third-to-last among OECD countries in happiness.” This was part of an article Joongang Daily reported in Feb. 2019. According to the article, a study conducted by Korea Development Institute (KDI) on happiness revealed that 20% of those surveyed answered that they are unhappy, having been unhappy in the past, and do not see hope for improvement in the future (The Joongang, Feb. 05, 2019). Similar results were found in global studies as well. Korea’s happiness index, as published in the World Happiness Report by the UN, came in at 5.872 out of 10, putting the country in 61st place (WHR, 2020). Thus, the level of happiness is far behind the level of economic prosperity in Korea.

In a study examining the relationship between economic performance and happiness level by country, Korea was classified as a low-happiness country compared to growth (Kim, 2022). Countries with high economic performance and happiness included most countries in Europe, including Denmark, Switzerland, Finland, and the United Kingdom, as well as the United States,

Canada, and Australia. Most developed countries are evaluated as high-growth-high-happiness countries. Korea is also in the ranks of advanced countries, but the level of happiness is not keeping up with other developed countries. As such, Sustainability in Korea, which only pursues economic growth and corporate innovation and is indifferent to happiness, is questionable. Not only those studies on happiness and positive emotions (Fredrickson, 1998; Lyubomirsky et al., 2005) reveal that happiness contributes to positive achievement. At the World Government Summit in 2018, the Global Happiness Council (GHC) emphasized the importance of human resources management and workplace design to enhance workplace happiness, which leads to productivity (Maeil Business, Sept. 28, 2018). Thus, the happiness of workers is directly correlated to an organization's growth and achievement. The happiness of its members is indeed an important part of business administration. However, surveys reveal that most employees in Korea are not happy. A study conducted by Joongang Daily and the application Blind (The Joongang, Dec. 16, 2019) shows that the happiness index of Korean employees is 41 out of 100. Another study on the happiness levels of employees revealed that the younger and/or lower in position, the lower the happiness level (Issuein Korea, Nov. 07, 2018). According to the study, employees in their 20s and who were assistant managers or lower had the highest level of unhappiness.

The value of 'happiness' has emerged, and the importance of happiness is being emphasized, but Koreans do not feel happy. The happiness of the members of an organization is directly related to its growth, but the happiness levels of employees remain especially low. This signals that companies must implement systems and policies to escalate the happiness of the employees. In innovative enterprises, too, it is essential that HR management focuses on the happiness of employees to achieve future growth. The generations who are assessed to be especially dissatisfied in their workplace are the Millennials (born between 1980-1994) and the generation Zs (born after 1995), collectively called the MZ generation or MZs. MZs took up 45% of the entire workforce in 2021; in big companies, 60% of the workforce consisted of MZs, and in IT companies or startups, MZs took up about 80% of the workforce (Maeil Business, Feb. 11, 2022). When Generation Y first started out in the workforce, managers needed time to adjust to Generation Y's values or deeds and effectively manage them. (Thompson & Gregory, 2012). Similarly, it is time to find systematic ways to understand and effectively manage the MZ generation employees in the workplace.

This study aims to examine the happiness of generation MZ (workers in their 20s and 30s/assistant manager position or lower) in innovative enterprises. That is the generation of employees who are most dissatisfied with their workplace. There have been continuous studies on happiness in the workplace, but most were conducted sporadically, thus not being able to find what factors of the

workplace make employees unhappy and not being able to establish an organizational relationship between employees' happiness and positive change in the workplace. Therefore, this study will examine the MZ generation in innovative enterprises from a happiness perspective.

Accordingly, the objective of this study is to find what elements of the workplace make entry-level employees in their 20s happy and what impact these changes have on an organization. More specifically, how organizational factors (WLB organizational culture, organizational justice), communication factors (rewarding co-worker/Supervisor relationships, organizational communication), and personal factors (meaningfulness of work, personal accomplishment) affects workplace happiness, and how that, in turn, influences organizational engagement is the focus of this study. Through a systematic study on the preceding factors of happiness in MZ generation employees of innovative enterprises and the positive effects on the organization, this study aims to discuss workplace happiness and human resources management in innovative organizations.

## **II. Theoretical Framework**

### **1. Innovative Enterprises**

An innovative enterprise is defined as a company that pursues one or more innovative activities in the area of product, process, marketing, or organizational innovation (innovative activity) or a company that has shown outcome through successful innovation (Ministry of SMEs and Startup, 2010). As the government views the growth of innovative enterprises as closely related to the advance of the Korean domestic economy, it operates various programs to foster innovative enterprises. Thus, the innovation of companies plays an important role in our society, including economic growth.

There are numerous studies on innovation and company development both on the international and domestic levels - most are empirical studies that focus on the definition of innovation and analyses of company programs (Maeng, 2021). Examining the scope of studies on Korea's innovative firms, most focus on surveying the progress of a company as a result of innovation (e.g., Park & Lee, 2011; Oh, Han, & Bae, 2013; Choi, 2015) or examine innovation-related policies or investment (e.g., Kim, 2003; Maeng, 2021). There are also some studies that explore ways to foster innovative activity among employees, but none directly focus on the emotions, actions, or attitudes of employees, or the human resources management of innovative companies.

Accordingly, this study aims to explore the factors within a workplace that foster happiness in MZ generation employees at innovative enterprises and how engagement among employees affects these factors. As happiness is emerging as an important value globally, an empirical study on the happiness of innovative enterprises, an essential growth engine of our economy, is necessary.

## **2. Generation MZ in Korea**

### **2.1. Generation MZ**

An individual's age is a prediction factor of action and attitude, and the perception and attitude of an individual change according to age (Park, Min, & Lee, 2021). Generally, generations are determined by the period of birth or similar experiences, and many international and domestic institutions use the concept of generation in their research. The MZ generation is a term that refers to Millennials and Generation Z collectively, and the concept is used widely in marketing, as well as in other areas. The definition of generation MZ varies depending on the institution or country. In this study, the definition used by Statistics Korea and McKenzie Korea was applied; thus, generation MZ in this study includes Millennials born between 1980 and 1994 and Gen Z born after 1995.

This generation is beginning to enter the workforce and take up a majority of the population that engages in economic activity. They set their own standards and follow them. Also, talk about their convictions without hesitation and have clear values to pursue (Hong & Kim, 2021). They also regard fairness as an important value, and Park, Min, & Lee (2021) argue that, to enhance the happiness of the generation MZ, the society's level of fairness must be improved. The meaning of work, motivation to work, job satisfaction, workplace perception, and organizational immersion of the MZ generation show distinctive differences from those of previous generations (Kim & Kang, 2016; Park, 2018; Lim & Kim, 2018). As the generation MZ shows distinctions from previous generations, it is important that companies find systematic management strategies within their organization.

### **2.2. Generation MZ and Organizational Culture**

Surveying previous studies conducted in Korea on generational differences within organizations, most focus on the conflict and differences between old and new generations, and some focus on how to operate organizations with the goals of reducing the gaps (e.g., Kim & Kang, 2016; Park, 2021; Park, 2018; Lim & Kim, 2018). Jo (2021)'s study on the MZ generation and organizational culture stress the importance of horizontal communication between management and employees, stating that the MZ generation is sensitive to procedural justice and

fairness of compensation. The study also emphasizes that creating horizontal company culture, fostering two-way communication, and offering accurate information are important. Sul & Kim (2020) argue for the necessity of balanced communication (in dialogue, negotiation, listening, and conflict management) to resolve inter-generational conflict. Changing organizational cultures to effectively manage the generation MZ is now an important issue, as the MZ generation takes up the backbone of companies, and accordingly, a growing number of studies are looking into such issues. Also, as the MZ generation is more individualistic and tends to value work-life-balance (WLB), many organizations are changing their cultures to foster these needs (Park, 2021). For example, many domestic and global companies now implement company programs in “reverse mentoring,” that is, programs in which previous generations attempt to learn the cultures and values of the generation MZ to improve organizational culture.

With the emergence of generation MZ, transformations and improvements in organizational culture are becoming increasingly important. There are gaps in values regarding happiness between the MZ generation and previous generations (Lee, 2021). Hence, companies must find ways to actively foster happiness in the workplace.

### **3. Happiness at the Workplace and Preceding Factors of Happiness**

#### **3.1. Happiness at the Workplace**

In describing happiness, some explain it as the expression of feelings in various situations (Koo, Lim, & Choi, 2015), some as subjective feelings in specific situations and level of life satisfaction by individuals (Shim & Choi, 2019), and some as “quality of life” as defined by objective factors (Lee, 2013). Previous studies on happiness argue that happiness has a positive effect on producing outcomes and that happiness and positive feelings are correlated to the success of marriage, friendship, work, and health (Lyubomirsky et al., 2005; Fredrickson, 1998). Few studies have focused on “happiness in workplace organizations,” and there are no clear definitions of the term thus far (Fisher, 2010). There are not many domestic studies that examine happiness in the workplace, but Hong (2018) argues that individuals can achieve happiness in the workplace through organizations effectively supporting the happiness and growth of employees and that, in turn, can bring development to an organization. Judging from this, the happiness of employees is connected to the prosperity of an organization. Some studies define workplace happiness as employees being satisfied with the environment and conditions of the workplace, maintaining a positive relationship with colleagues, and perceiving their jobs and work as valuable (Choi, 2019).

Previous studies on happiness in the workplace have shown that positive emotions are more important to development than negative emotions and that individuals can influence the group to which they belong (Fredrickson & Losada, 2005). Therefore, the happiness of individuals in a workplace can have a positive impact on the success and growth of the organization. Studies, including Katwyk et al. (2002), which developed the Job-Related Affective Well-Being Scale (JAWS), found that the happier person is in the workplace, the lesser the stress. Park and Sohn (2014) used the JAWS to study the relationship between happiness in the workplace and organization immersion and revealed that employees feel happier when work and life are well-balanced and when the relationship between managers and junior staff is friendly. Stallings et al. (1997) argue that people who have experienced more happiness tend to feel more positive feelings, and people with more unhappy experiences tend to feel more negative feelings. The study by Kim (2009) states that people who are exposed to cheerful incidents have a higher possibility of feeling happy. The study also states that happiness creates a virtuous cycle, as happiness leads an individual to succeed, and success leads to more happiness. Thus, in such, various ways to foster happiness in individuals must be found to effectively manage an organization (Kim, 2009).

Using knowledge from these previous studies, this study aims to find variables that could nurture the happiness of employees in innovative enterprises and analyze the positive influence of happiness from a human resources point of view.

### **3.2. Preceding Factors of Happiness at the Workplace**

It is known that happiness in the workplace is usually initiated by factors caused in the workplace (Chin, Chang, & Ye, 2016). This study establishes organizational factors (WLB organizational culture, organizational justice) and relationship/communication factors (rewarding co-worker/supervisor relationship, organizational communication), and personal factors (meaningfulness of work, personal accomplishment) as preceding factors of happiness in the workplace to examine what determines happiness for the MZ generation in innovative enterprises.

#### **a. Organizational Factors and Happiness at the Workplace**

The first organizational factor, work-life balance (WLB), has a high correlation with the happiness of employees, and therefore employees' happiness levels increase when their work and life are balanced (The Joongang, Dec. 16, 2019). There have been various studies that examine the definition and measurement factors of WLB (Kim & Kim, 2017; Kim & Park, 2008; Kim, Park, Sohn, & Chang, 2005; Lee & Kang, 2018; Carlson et al., 2009), and continuous studies on the relationship between organizational culture and WLB (Kim &

Ahn, 2016; Lim, Tak, & Lee, 2018). Park & Sohn (2016) created a WLB organizational culture criterion to use as an indicator on how organizations support the employee's WLB. Kim & Kim (2017), when discussing WLB and subjective happiness, revealed that achieving the balance between work and life enhances happiness and that happiness, being humans' ultimate goal, must be a prerequisite of our society. These studies demonstrate that members of an organization can feel happy when the organizational culture supports individuals' WLB.

The second organizational factor, organizational justice, is defined as the level of justice that employees of an organization perceive and can be categorized into distributive justice (how fair the distribution is), procedural justice (how fair the procedure of distribution plans are made), and interactive justice (the level of perceived fairness in treatment by supervisors during decision-making processes) (Moorman 1991; McDowall & Fletcher, 2004; Shim & Jung, 2007). Organizational justice has been studied mostly from a work satisfaction and workplace immersion point of view, and so far, little has been examined on the relationship between organizational justice and employee happiness. However, it has been proven that a society and government's fairness is connected to its citizens' happiness. Lucas et al. (2011) argued that societal justice is closely related to happiness, and Weiss, Suckow, & Cropanzano (1999) stated that procedural justice reduces the negative impact on a society. Jeong (2017) analyzed the impact of perceived social justice on the happiness levels of Seoul citizens, while Yoo, Eom, & Yun (2021) found that governmental justice enhances an individual's happiness. As such, justice is a factor that can affect an individual's happiness, and therefore organizational justice can, in turn, influence an employee's happiness. Under previous studies, the following hypothesis was established.

**[Research Hypothesis 1]** WLB organizational culture and organizational justice have a positive effect on the happiness of generation MZ employees.

**Research Hypothesis 1-1:** WLB organizational culture has a positive effect on the happiness of generation MZ employees.

**Research Hypothesis 1-2:** organizational justice has a positive effect on the happiness of generation MZ employees.

#### **b. Relationship/Communication Factors and Happiness at the Workplace**

People are most happy when they are with friends, and happiness is highly correlated to the number of friends or friendship levels of an individual (Koo & Kim, 2006; Wong & Chikszentmihalyi, 1991). Communication is an important factor in smooth personal relationships, and comfortable personal relationships are related to workplace satisfaction (Chung & Choi, 2011). In addition, Park & Oh (2017) found that communication is essential to interpersonal relationship



satisfaction and that it can form positive emotions and relationships, having a positive impact on subjective happiness. Park & Sohn (2014), through empirical studies, found that relationships between co-workers and supervisors and happiness in the workplace are correlated. Positive interaction between co-workers can bring happiness to an organization, and relationships between co-workers bring happiness to employees (Hong, 2018). These studies indicate that employees feel happiness when working for organizations in which members have positive relationships and active interactions. Thus, if communication within the workplace is smooth and relationships positive, employees can find and feel the happiness within the workplace. Under these assumptions, the following hypothesis on the impact of workplace communication and co-worker /supervisor relationship on happiness in the workplace was established:

**[Research Hypothesis 2]** Organizational communication and rewarding co-workers/supervisor relationships have a positive effect on the happiness of generation MZ employees.

**Research Hypothesis 2-1:** Organizational communication has a positive effect on the happiness of generation MZ employees.

**Research Hypothesis 2-2:** Rewarding co-workers/supervisor relationships have a positive effect on the happiness of generation MZ employees.

### **c. Personal Factors and Happiness at the Workplace**

Personal factors consist of meaningfulness of work and personal accomplishment. Hong (2018) argued that helping find meaningfulness in work enhances the happiness level of employees, and Lee (2013) revealed that meaningfulness and confidence in work have a positive effect on happiness through an analysis of employees' subjective well-being. Other studies have found that male workers' happiness is related to personal achievement at work (Park & Kim, 2009), that those with job accomplishment have higher levels of overall happiness and that job accomplishment has a strong influence on happiness levels (Park, Kim, & Park 2013). Park et al. (2013) assessed personal accomplishment as a defining factor in workplace happiness.

From previous studies comes the conclusion that meaningfulness of work and personal accomplishment has a positive effect on workers' happiness. Thus, this study established the following hypothesis on the happiness of generation MZ employees in innovative enterprises:

**[Research Hypothesis 3]** Meaningfulness of work and personal accomplishment have a positive effect on the happiness of generation MZ employees.

**Research Hypothesis 3-1:** Meaningfulness of work has a positive effect on the happiness of generation MZ employees.

**Research Hypothesis 3-2:** Personal accomplishment has a positive effect on the happiness of generation MZ employees.

#### **4. Employee Engagement and Happiness in the Workplace**

Employee engagement, which includes organizational engagement (workers' devotion towards an organization's visions, missions, and goals) and job engagement (workers' participation and involvement in their jobs), is seen as an important part of human resources management (Indhira & Shani, 2014). The higher the employee engagement, the more effort a worker is likely to put into their job and take an interest in the success of their organization (Othman, Mahmud, Noranee, & Noordin, 2018), and employees with higher employee engagement perform better in their jobs (Bataneh, 2019). This is correlated with the happiness of employees, as the happiness of employees has a mutually positive relation to employee engagement (Choudhury, Dutta, & Dutta, 2019), and happiness in the workplace can enhance employee engagement (Wahyanto, Damayanti, Supriyanto, & Hartini, 2019).

Thus, previous studies show that employee engagement is related to the growth and accomplishment of an organization through the employees' individual actions and participation, and therefore happiness in the workplace is an important factor in enhancing employee engagement. This study established the following hypothesis to find the influence of workplace happiness of innovative enterprises on employee engagement:

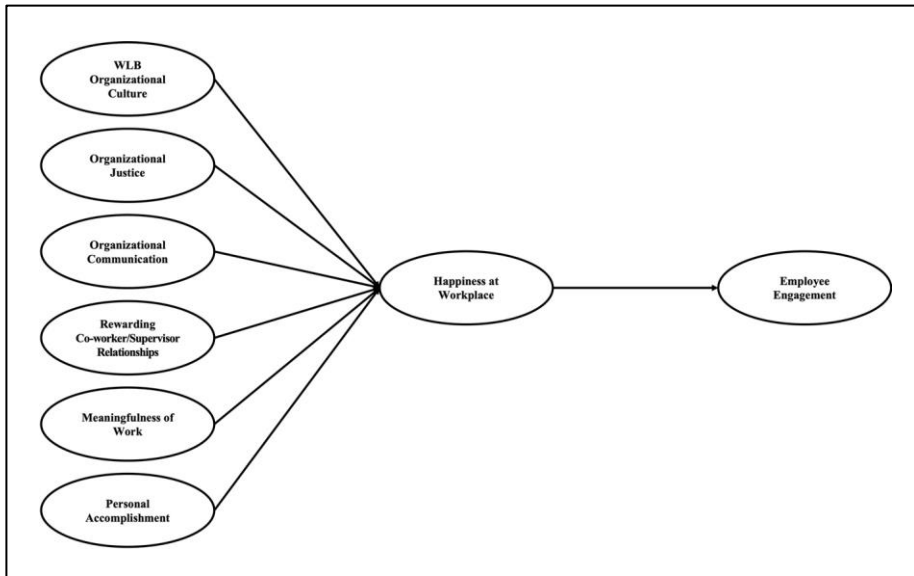
**[Research Hypothesis 4]** The happiness level of generation MZ employees has a positive effect on the employee engagement.

**Research Hypothesis 4-1:** The happiness level of generation MZ employees has a positive effect on the job engagement.

**Research Hypothesis 4-2:** The happiness level of generation MZ employees has a positive effect on the organizational engagement.

In addition, this study aims to explore the factors of happiness that influence the happiness of MZ generation employees of innovative enterprises and find the structural relation between the variables used in this study. Thus, to prove whether variables set up to as preceding factors have an indirect influence on employee engagement mediated through workplace happiness, this study offers the following research question:

**[Research Questions 1]** What is the structural relation between the preceding factors of employees' levels of happiness, happiness at the workplace, and employee engagement?



**Figure 1 Research Model**

### **III. Research Method**

#### **1. Method of Analysis**

The data collected were statistically analyzed using SPSS 26.0 and AMOS 23.0. More specifically, to identify the characteristics of the respondents and the inclination of variables, descriptive statistics were used. To establish the internal credibility of important variables, a reliability analysis was conducted. A Confirmatory Factor Analysis (CFA) of each latent factor was performed to gain convergent validity. Structural Equation Modeling was used to find what influences workplace happiness, how workplace happiness influences employee engagement, and to verify the research model.

#### **2. Sample Selection and Characteristics**

To verify the research hypothesis and research question of this study, a research company with a nationwide reach was commissioned to conduct a self-enumeration method online survey among MZ generation employees of innovative enterprises. The survey was performed between Jan. 4th to 7th, 2022, for three days. Participants who had five or more years of work experience were

eliminated from the sample, and sex was prorated. Through the survey, 300 samples were collected.

Among the 300 respondents, there were 150 men and women each (50.0%), making the sexual ratio 1:1. In terms of age, the median age of respondents was 28.11 (oldest 38, youngest 20); 240 (80.0%) were between 20-29 years old, and 60 (20.0%) were between 30-39 years old. In regard to rank, 242 (80.7%) were staff/associates, 46 (15.3%) were senior staff/assistant managers, and 12 (4.0%) were interns. In terms of the total period of employment, 80 (26.7%) had worked for 4-5 years, 75 (25.0%) for 2-4 years, 71 (23.7%) for 2-3 years, and 57 (19.0%) for 1-2 years. Other than the 17 (5.7%) respondents who had worked for less than one year, the employment period was relatively evenly distributed throughout the sample. The field of employment was widely distributed among respondents, including manufacturing/chemicals, IT/communications, and media, with those in manufacturing/chemicals taking up the most (21.3%, n = 64). Concerning monthly income, the majority of respondents, 116 (55.3%), earned 200-300 million won per month. In terms of region, 45.7% (n = 137) lived in Seoul, and 27.3% (n = 82) lived in Incheon/Gyeonggi-do. Most respondents, 250 (83.3%), had a university degree.

### **3. Measurement of Main Variables**

The measurement of main variables was adapted and revised from previous studies to meet the objectives of this study, using a 5-point Likert Scale (1 = disagree a lot ~ 5 = agree a lot). The details are as follows (refer to <Table 1>):

**Table 1 Measurement Questions of Main Variables**

Variable	Sub-variable	Measurement item
Happiness at the Workplace (Emotions in the workplace including those regarding workplace, co-workers, boss, clients, and wage)		My job made me feel ecstatic.
		My job made me feel elated.
		My job made me feel happy.
		My job made me feel energetic.
		My job made me feel excited.
		My job made me feel proud.
		My job made me feel cheerful.
		My job made me feel inspired.
		My job made me feel calm.
		My job made me feel satisfied.
WLB Organizational Culture	WLB Organizational Management	My company considers it important that its employees spend quality time off from work.
		My company values the work-life-balance of employees.
		My company considers it important to be interested in and support the areas of employees' lives (family, leisure life, self-development, etc.).
	Accessibility to WLB Programs	It is easy for employees in my department to take a leave for personal or family matters.
		My department does not have to be wary of bosses or colleagues when using vacation (annual, summer vacations, etc.).
		My department is allowed to use the work-family balance system supported by the company (childcare leave, maternity leave, etc.).
WLB Supportive Supervisors	My supervisor tends to freely discuss issues related to personal growth (career development, promotion, and education) with his subordinates.	
	My supervisors listen to their staff's personal problems.	
	My supervisors are understanding and caring about their staff's situation.	
Organizational Justice	Distributive Justice	My company compensates fairly according to the degree of responsibility for my work.
		My company fairly compensates me for the effort I put into my work.
		My company compensates fairly according to the degree of my work performance.
	Procedural Justice	My company always collects opinions from employees who participate in the decision-making process.

		My company tries to grasp each employee's needs.
		Important decision-making processes, such as personnel transfers in my company, are fair and consistent.
	Interactional Justice	All employees' opinions are respected in my company.
		My company respects the rights of its employees. It is possible for my company to raise an objection to any decision.
Organizational Communication		My company shares new policies, policies, and instructions well.
		I am free to present my opinion to supervisors.
		Cooperation between different divisions happens smoothly when asked for information.
		There is enough information exchange between members of my organization.
Rewarding Co-worker/Supervisor Relationships		I have faith in my co-workers and supervisors.
		My co-worker and supervisors listen to what I say.
		My co-workers and supervisors know me well.
		I and my co-workers and supervisors respect each other. I have a true sense of bonding with my co-workers and supervisors.
Meaningfulness of Work		The work I do is very important to me.
		I feel that the work I do is rewarding.
		I feel that the work I do is meaningful.
		I feel that the work I do is worthwhile.
Personal Accomplishment		I have many opportunities to apply and utilize my professional knowledge in my job.
		I have accomplished valuable things through work.
		My company recognizes my achievements.
Employee Engagement	Job Engagement	I do my best when I am working.
		Sometimes I forget the time when I am working.
		I am deeply involved in my work.
	Organizational Engagement	Being an employee of my company is an attractive experience.
		I am deeply involved in my company for organizational engagement.
		I am interested in what is going on in the company.

\*Measurement Scale: 1 = disagree a lot ~ 5 = agree a lot

First, happiness in the workplace was measured using the Job-Related Affective Well-Being Scale (JAWS) previously used by Van Katwyk et al. (2000), Uncu et al. (2007), and Park & Sohn (2014). The survey of this section consisted of 10 questions. These were chosen from the 30 questions Van Katwyk et al. (2000) developed, excluding reverse coding variables and some variables. This consisted of asking about emotions in the workplace including those regarding the workplace, co-workers, boss, clients, and wag.

To measure WLB supportive organizational culture, a predisposing factor (independent variable) of workplace happiness, the measurement of whether the organization in which the respondent works supports flexible WLB, the organizational culture WLB scale developed by Park & Sohn (2016), was used. Excluding questions on variables that overlapped with other variables, three factors and nine questions were chosen from the scale to meet the objective of this study. Among the sub-factors of WLB organizational culture, WLB organizational management is about whether companies value the WLB of employees and whether they are willing to support it, and Accessibility to WLB programs is the extent of easy use of systems or programs that support employees' lives. WLB supportive supervisors are about the degree to which the supervisor considers work and life important and whether the supervisor supports WLB or communicates in relation to it. The measurement for organizational justice consisted of three sub-factors, distributive justice (the degree to which a reward is considered fair), procedural justice (the degree to which the procedure for determining compensation is considered fair), and interactive justice (the degree to which one thinks that the treatment by one's boss is fair in the decision). These factors were selected from previous studies (McFarlin & Sweeney, 1992; Moorman, 1991; Niehoff & Moorman, 1993; Price & Mueller, 1986) and adapted into three questions per sub-factor to meet the objective of this study.

Next, the questions to measure organizational communication, which is a part of relationship and communication factors, were measured using four questions from Jeon et al. (2013)'s "Survey on Korean Public Company Workers Regarding Innovative Organizational Culture." It is based on a question from the ICA (International Communication Association) (Goldhaber & Rogers, 1979). Another factor in relationship communication, rewarding co-worker/supervisor relationships, is about whether interpersonal relationships are positive in the workplace. It consists of five questions proposed by May, Gilson, & Harter (2004).

To measure work meaningfulness, a personal factor, the work meaningfulness scale developed by May, Gilson, and Harter (2004), was used. This is the degree to which one considers the work one does at the company to be meaningful to oneself, and four items were selected from the original scale. Personal achievement (the degree of individual achievement felt through work) was

constructed by referring to the exhaustion scale developed by Malach & Jackson (1981). Among them, questions corresponding to the personal sense of achievement were modified and reduced according to this study and measured into three questions.

Lastly, employee engagement, which is a dependent variable, was first divided into job engagement (the degree to which one is involved in one's work) and organizational engagement (the degree to which an individual is committed to an organization's vision, mission, goal, etc.), as was done in previous literature, and measured through a 5-point Likert scale. Three questions were asked in each of the two sections. The questions were based on the scale developed by Saks (2006).

## **IV. Results**

### **1. Credibility of Main Variables**

To check the internal consistency of potential factors established as main variables, Cronbach's  $\alpha$  was used. The results, each average and standard deviation, can be found in <Table 2>. The analysis shows that all variables and subfactors show a Cronbach's  $\alpha$  score of .70 or more. Subfactors of the WLB organizational culture factor showed the following Cronbach's  $\alpha$  scores: WLB organizational management at .86, accessibility to WLB programs at .81, and WLB supportive supervisors at .88. Subfactors of organizational justice showed the following Cronbach's  $\alpha$  scores: distributive justice at .92, procedural justice at .89, and interactional justice at .94, all being at a high level. Cronbach's  $\alpha$  scores on organizational communication (.79), rewarding co-worker/supervisor relationships (.90), the meaningfulness of work (.94), personal accomplishment (.81), happiness at the workplace (.94), and employee engagement (.75, .84) all showed that there were no issues of credibility in the results.



**Table 2 Descriptive statistics & Reliability test**

Group of Variable	Variable	Number of Items	Cronbach's $\alpha$	<i>M</i>	<i>SD</i>
WLB	WOM	3	.86	3.18	.98
Organizational Culture	AWP	3	.81	3.63	.91
	WSS	3	.88	3.32	.94
Organizational Justice	DJ	3	.92	2.91	.96
	PJ	3	.89	2.88	.98
	IJ	3	.89	3.07	.94
	OC	4	.79	3.44	.78
	RCSR	5	.90	3.35	.83
	MW	4	.94	3.21	.99
	PA	3	.81	3.16	.91
	HW	10	.94	2.81	.84
Employee Engagement	JE	3	.75	3.60	.73
	OE	3	.84	2.89	.88

Note: WOM = WLB Organizational Management, AWP = Accessibility to WLB Programs, WSS = WLB Supportive Supervisors, DJ = Distributive Justice, PJ = Procedural Justice, IJ = Interactional Justice, OC = Organizational Communication, RCSR = Rewarding Co-worker/Supervisor Relationships, MW = Meaningfulness of Work, PA = Personal Accomplishment, HW = Happiness at Workplace, JE = Job Engagement, OE = Organizational Engagement

## 2. Suitability and Validity of Measurement Model

### 2.1. The Suitability of the Measurement Model

The convergent validity of all potential factors was analyzed using confirmatory factor analysis. The results of the analysis are shown in <Table 3>. The fit indexes are as follows: The absolute fit index, CMIN(Chi-square)/*df* is 1.89, less than 2, and RMSEA is .05, lower than .08, and CFI, the comparative fit index, is .92, higher than .90, fulfilling all acceptance criteria. Although most of the model fit are satisfactory, the null hypothesis was rejected as the significance level of the absolute fit index, chi-square, was less than .05. However, many studies have pointed out that it is unrealistic to judge model suitability through this value because the p-value for chi-square is analyzed to be significant when the sample size is large (more than 200 samples) (e.g., Bentler & Bonett, 1980; Jöreskog & Sörbom, 1993). Therefore, it is necessary to comprehensively judge various indicators (Lee & Na, 2019). In other words, judging comprehensively, the model proposed in this study is at an appropriate level. Other absolute fit indexes and comparative fit indexes are as follows (refer to <Table 3>).

**Table 3 Fitness Indices for Measurement Model**

	Absolute Fit Index			Comparative Fit Index		
	Chi-square(df)	RMSEA	GFI	IFI	TLI	CFI
Statistic Value	2084.03(1097)***	.05	.79	.92	.91	.92
Standard	$p > .05$	$< .80$	$> .90$	$> .90$	$> .90$	$> .90$

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

## 2.2. Confirmatory Factor Analysis and Convergent Validity of Main Variables

The results of CFA were identical to <Table 4>, and the standardized factor loading after the analysis showed that all questions that consist of potential variables show factor loading above .50, above the acceptance criteria. In addition, all AVE (Average Variance Extracted) of potential variables was above .50, and the CR (Construct Reliability) of potential factors met the criteria of .70. Thus, the eight main variables, consisting of sub-factors, can be judged as acceptable.

More specifically, in the section on WLB organizational culture, an independent variable, the AVE of the WLB organizational management was measured at .63, and the CR at .84. The accessibility to WLB programs (AVE = .71, CR = .88), and the WLB supportive supervisors (AVE = .57, CR = .80) were also at acceptable levels. In terms of organizational justice, the AVE of distributional justice was measured at .79 and the CR at .92, procedural justice an AVE of .68 and CR of .87, and interactional justice an AVE of .71 and CR of .88, showing that all questions comprising the factor to be acceptable. The validity of organizational communication (AVE = .50, CR = .80) and rewarding co-worker/supervisor relationships (AVE = .66, CR = .91), both sub-factors of communication/relationship factors were confirmed, as were meaningfulness of work (AVE = .77, CR = .93) and personal accomplishment (AVE = .58, CR = .80), both sub-factors of personal factors.

Happiness at the workplace, which was set as an intervening variable, was asked through ten questions, and the AVE of the factor came at .59 and CR at .93. Employee engagement, a dependent variable, showed an AVE above .50 and CR above .70 in both sub-factors (job engagement and organizational engagement).

**Table 4 Results of Confirmatory Factor Analysis and Convergent Validity Test**

Factors	Items	Estimate	Standardized Estimate	S.E.	C.R.(p)	AVE	Construct Reliability
WOM	Item 1	1	.85				
	Item 2	.97	.84	.06	17.31 <sup>***</sup>	.63	.84
	Item 3	.93	.78	.06	15.53 <sup>**</sup>		
AWP	Item 1	1	.87				
	Item 2	1.07	.88	.05	20.67 <sup>***</sup>	.71	.88
	Item 3	.97	.82	.05	18.36 <sup>***</sup>		
WSS	Item 1	1	.78				
	Item 2	1.13	.84	.08	13.68 <sup>***</sup>	.57	.80
	Item 3	.88	.69	.08	11.54 <sup>***</sup>		
DJ	Item 1	1	.89				
	Item 2	1.04	.92	.04	23.68 <sup>***</sup>	.79	.92
	Item 3	.96	.87	.05	21.17 <sup>***</sup>		
PJ	Item 1	1	.85				
	Item 2	.95	.84	.06	17.18 <sup>***</sup>	.68	.87
	Item 3	.96	.83	.06	17.10 <sup>***</sup>		
IJ	Item 1	1	.88				
	Item 2	.97	.86	.05	20.06 <sup>***</sup>	.71	.88
	Item 3	.98	.81	.05	18.07 <sup>***</sup>		
OC	Item 1	1	.75				
	Item 2	.79	.62	.08	10.36 <sup>***</sup>	.50	.80
	Item 3	.80	.63	.08	10.48 <sup>***</sup>		
	Item 4	1.04	.79	.08	13.27 <sup>***</sup>		
RCSR	Item 1	1	.87				
	Item 2	.84	.78	.05	16.48 <sup>***</sup>		
	Item 3	.89	.73	.06	15.01 <sup>***</sup>	.66	.91
	Item 4	.91	.84	.05	18.55 <sup>***</sup>		
	Item 5	1.00	.82	.06	18.04 <sup>***</sup>		
MW	Item 1	1	.87				
	Item 2	1.05	.93	.04	24.04 <sup>***</sup>	.77	.93
	Item 3	1.06	.90	.05	22.62 <sup>***</sup>		
	Item 4	.96	.86	.05	20.50 <sup>***</sup>		

PA	Item 1	1	.78				
	Item 2	1.09	.85	.07	16.67 <sup>***</sup>	.58	.80
	Item 3	.85	.70	.07	13.10 <sup>***</sup>		
HW	Item 1	1	.75				
	Item 2	1.11	.83	.07	15.05 <sup>***</sup>		
	Item 3	1.12	.86	.07	15.60 <sup>***</sup>		
	Item 4	1.13	.80	.08	14.54 <sup>***</sup>		
	Item 5	1.11	.81	.08	14.65 <sup>***</sup>		
	Item 6	1.09	.82	.07	14.77 <sup>***</sup>	.59	.93
	Item 7	1.18	.83	.08	15.17 <sup>***</sup>		
	Item 8	1.11	.80	.08	14.40 <sup>***</sup>		
	Item 9	.65	.55	.07	9.54 <sup>***</sup>		
	Item 10	1.03	.73	.08	13.04 <sup>***</sup>		
JE	Item 1	1	.67				
	Item 2	1.12	.66	.12	9.38 <sup>***</sup>	.56	.79
	Item 3	1.28	.80	.12	10.64 <sup>***</sup>		
OE	Item 1	1	.92				
	Item 2	.60	.60	.05	11.67 <sup>***</sup>	.69	.87
	Item 3	1.04	.93	.04	25.41 <sup>***</sup>		

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### 2.3. Correlation Analysis and Discriminant Validity of Main Variables

The correlation between the main variables, and the discriminant validity of each variable were verified and presented in <Table 5>.

**Table 5 Correlation Matrix and Discriminant Validity Test**

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. WOM	1												
2. AWP	.57(.32)	1											
3. WSS	.49(.24)	.51(.26)	1										
4. DJ	.58(.34)	.33(.11)	.56(.31)	1									
5. PJ	.65(.42)	.42(.18)	.64(.41)	.73(.54)	1								
6. IJ	.70(.48)	.46(.21)	.62(.38)	.72(.51)	.79(.63)	1							
7. OC	.59(.35)	.52(.27)	.67(.44)	.54(.29)	.65(.42)	.64(.41)	1						
8. RCSR	.47(.22)	.45(.21)	.60(.36)	.45(.20)	.55(.30)	.58(.34)	.58(.34)	1					
9. MW	.39(.15)	.31(.10)	.49(.24)	.46(.21)	.46(.21)	.53(.28)	.52(.27)	.56(.31)	1				
10. PA	.48(.23)	.34(.11)	.55(.30)	.60(.36)	.57(.33)	.63(.40)	.54(.29)	.58(.33)	.86(.74)	1			
11. HW	.48(.23)	.41(.17)	.59(.35)	.52(.27)	.60(.36)	.62(.38)	.59(.35)	.66(.43)	.72(.52)	.73(.54)	1		
12. JE	.26(.07)	.26(.07)	.28(.08)	.26(.07)	.22(.05)	.30(.09)	.39(.15)	.52(.27)	.52(.27)	.52(.27)	.42(.18)	1	
13. OE	.54(.27)	.34(.12)	.57(.32)	.54(.29)	.63(.40)	.64(.41)	.58(.33)	.61(.38)	.69(.42)	.69(.47)	.79(.62)	.47(.22)	1
AVE	.63	.71	.57	.79	.68	.71	.50	.66	.77	.58	.59	.56	.69

\*Correlation coefficients between all variables are significant based on the significance level of .001

\*\*The number in parentheses is the coefficient of determination that is the square of the correlation

As a result, the correlation between all variables was less than .90, confirming that the multicollinearity was not high enough to be suspicious. The correlation between meaningfulness of work and personal accomplishment, happiness at the workplace and organizational engagement are somewhat high at .70 or more, but it is acceptable. It was also found that the squared value of each correlation was lower than that of each AVE. Thus, the discriminant validity of each factor was secured (refer. Fornell & Larcker, 1981). Considering these points, it is judged that statistical errors due to correlation are less likely to occur.

### 3. The Suitability of the Structural Model and Verification of Hypotheses

#### 3.1. The Suitability of the Structural Model

Before verifying the hypothesis, the suitability of the structural model was extracted to assess the validity of the correlation between the main variables. The results are shown in <Table 6>. From a suitability of structural model perspective, the *RMSEA* is .06, below the standard of .08, and the *GFI* came in at .93, above the criteria of an optimal model, .90, showing that the research model meets absolute fit measures. In terms of comparative fit index, the *TLI* measured at .82, slightly lower than the standard but within the acceptable range, and the *CFI* (= .95) and *IFI* (= .96) were above the criteria of an optimal model of .90, showing the structural model to be suitable.

**Table 6 Fitness Indices for the Structural Model**

	Absolute Fit Index			Comparative Fit Index		
	Chi-square(df)	<i>RMSEA</i>	<i>GFI</i>	<i>IFI</i>	<i>TLI</i>	<i>CFI</i>
Statistic Value	165.99(21)***	.06	.93	.96	.82	.95
Standard	$p > .05$	< .80	> .90	> .90	> .90	> .90

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

#### 3.2. Results of Path Analysis

The result of analyzing the correlation between each variable is shown in <Table 7> and <Figure 2>. <Research Hypothesis 1> was about the influence organizational (company) factors (WLB organizational culture, organizational justice) had on the workplace happiness of MZ generation employees working at innovative enterprises. The results show that, first, WLB organizational culture does not affect happiness at the workplace ( $p > .05$ ). Second, organizational justice partially affects workplace happiness, and procedural justice had a positive effect on workplace happiness ( $\beta = .16, p < .05$ ). Thus, MZ

generation employees working at innovative companies felt enhanced workplace happiness when they perceived their workplace to be fair. In contrast, distributional justice ( $\beta = -.05, p > .05$ ) or interactional justice ( $\beta = .05, p > .05$ ) had no effect on workplace happiness.

**Table 7 Results of Path Analysis**

	Path		Standardized Coefficient	S.E.	C.R.(p)
WOM	→	HW	-.02	.05	-.33
AWP	→	HW	.03	.04	.73
WSS	→	HW	.07	.05	1.31
DJ	→	HW	-.05	.05	-.82
PJ	→	HW	.16	.05	2.48*
IJ	→	HW	.05	.06	.74
OC	→	HW	.05	.06	1.02
RCSR	→	HW	.20	.05	4.27***
MW	→	HW	.30	.06	4.46***
PA	→	HW	.20	.07	2.64**
HW	→	JE	.42	.05	8.04***
HW	→	OE	.79	.04	22.53***

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

Next, <Research Hypothesis 2> was about the influence of communication and relationship factors on workplace happiness. In terms of organizational communication, the correlation with happiness showed  $\beta = .05(p > .05)$ , below meaningful level, and the influence of rewarding co-worker/supervisor relationships measured  $\beta = .20, p < .001$ , showing that it has a positive effect statistically. <Hypothesis 3> that was about the influence of personal factors, the meaningfulness of work and personal accomplishment, had on happiness at the workplace. Both factors measured are positive in correlation to workplace happiness. Meaningfulness of work showed  $\beta = .30(p < .001)$ , above personal accomplishment, measured at  $\beta = .20(p < .01)$ .

Finally, <Research Hypothesis 4>, the influence of employee engagement on happiness at the workplace, was supported, as job engagement ( $\beta = .42, p < .001$ ) and organizational engagement ( $\beta = .79, p < .001$ ) both showed positive correlations. Therefore, MZ generation employees of innovative enterprises were more engaged in the organization when they felt happiness in the workplace, and the influence of organizational engagement was greater than that of job engagement.

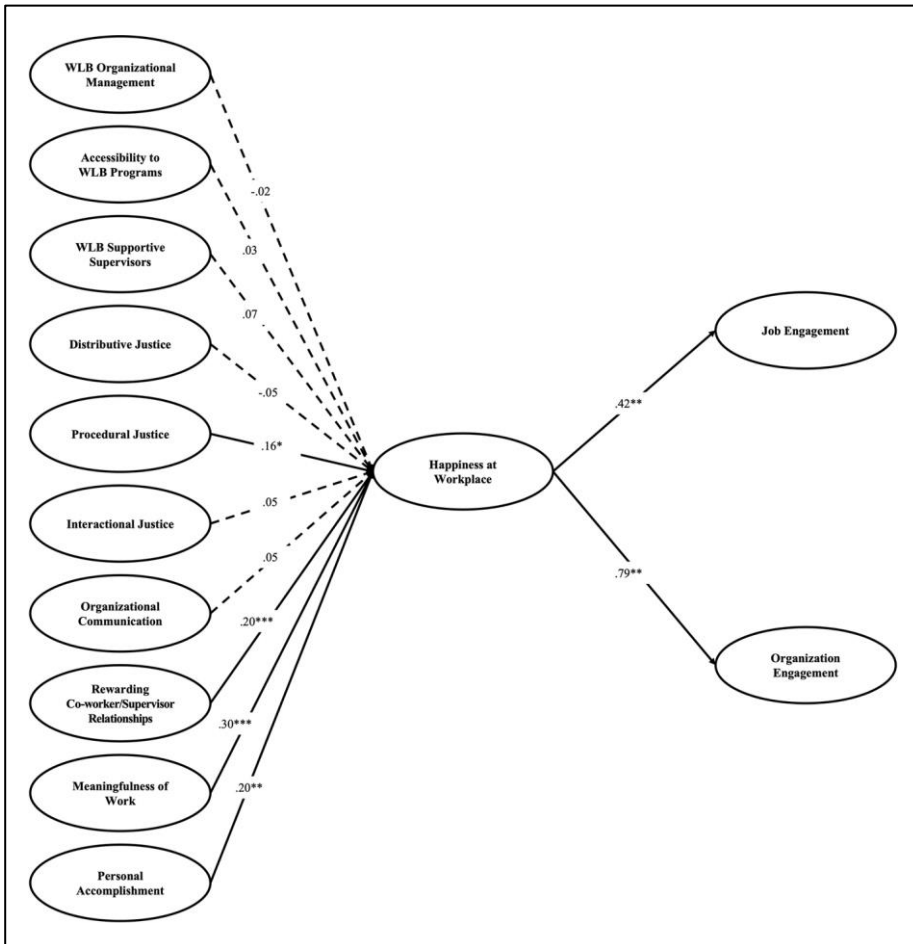


Figure 2 Results of Path Analysis

### 3.3. Results of Indirect Effect

<Research Question 1> asked whether independent variables, WLB organizational culture, organizational justice, organizational communication, rewarding co-worker/supervisor relationships, the meaningfulness of work, and personal achievement mediated workplace happiness and indirectly affected employee engagement. The bootstrapping method was used in the process of structural equation modeling for analysis. The specific results are shown in <Table 8> and are as follows:

First, in terms of organizational factors, WLB organizational culture (WLB organizational management, accessibility to WLB programs, WLB supportive



supervisors) did not show meaningful results in mediating workplace happiness or indirectly influencing employee engagement (job engagement, organizational engagement). In terms of organizational justice, a sub-factor, procedural justice, mediated happiness and had an indirect effect on employee engagement. More specifically, the indirect effect on job engagement was  $\beta = .07[C.I. (.01\sim.12)]$  and the influence on organizational engagement was  $\beta = .12[C.I. (.09\sim.23)]$ , both positive and the former stronger than the latter. Thus, when employees feel that the management procedure of their workplace is just, they feel happy and that happiness mediates engagement. However, distributional justice and interactional justice did not have indirect effects on employee engagement (job engagement, organizational engagement).

**Table 8 The Results of the Mediation (Indirect) Effect and 95% Confidence Interval**

Path			Standardized Coefficient	S.E.	95% C.I.	
WOM	→	→	-.01	.02	-.05~.04	
AWP	→	→	.01	.02	-.02~.05	
WSS	→	→	.03	.02	-.02~.08	
DJ	→	→	-.02	.03	-.08~.03	
PJ	→	→	.07	.03	.01~.12	
IJ	→	→	.02	.03	-.04~.08	
OC	→	→	.02	.02	-.02~.07	
RCSR	→	→	.09	.03	.04~.14	
MW	→	→	.13	.04	.06~.21	
PA	→	→	.08	.04	.00~.16	
<hr/>						
WOM	→	HW	→	-.01	.05	-.10~.08
AWP	→	→	.03	.04	-.04~.10	
WSS	→	→	.06	.04	-.03~.14	
DJ	→	→	-.04	.05	-.14~.06	
PJ	→	→	.12	.05	.02~.22	
IJ	→	→	.04	.06	-.08~.14	
OC	→	→	.04	.04	-.04~.13	
RCSR	→	→	.16	.04	.09~.23	
MW	→	→	.24	.07	.11~.37	
PA	→	→	.16	.07	.00~.29	

Second, the mediation effect of organizational communication and rewarding co-worker/supervisor relationships, both communication/relationship factors, showed different results. Organizational communication did not show any influence on workplace happiness and mediating employee engagement (job

engagement, organizational engagement). However, rewarding co-worker /supervisor relationships mediated happiness at the workplace and had a statistically meaningful, positive influence on work engagement [ $\beta = .09$ , *C.I.* (.04~.14)] and organizational engagement [ $\beta = .16$ , *C.I.* (.09~.23)]. This shows that generation MZ employees find happiness in the workplace when they have a good, adaptable relationship with co-workers, and this mediates to higher engagement.

Finally, in terms of meaningfulness of work and personal accomplishments, both personal factors, both variables showed meaningful, positive results in their indirect effect on workplace happiness. The indirect effect of meaningfulness of work on job engagement was  $\beta = .13$  [*C.I.* (.06~.21)] and its effect on organizational engagement was  $\beta = .24$  [*C.I.* (.11~.37)], showing that the influence of work meaningfulness is stronger on work engagement than on organizational engagement. The personal accomplishment also had a positive influence on employee engagement through happiness, and the effect on organizational engagement mediated by happiness [ $\beta = .13$ , *C.I.* (.06~.21)] was higher than the influence on job engagement mediated by happiness at the workplace [ $\beta = .13$ , *C.I.* (.06~.21)].

These results show that procedural justice, rewarding co-worker/supervisor relationships, work meaningfulness, and personal accomplishment have positive effects on happiness and can bring out happiness in the workplace, consequently enhancing employee engagement (employee attitude and action). The influence was stronger on organizational engagement than on job engagement.

## **V. Conclusion and Discussion**

Contrary to economic growth and corporate innovation in Korea, happiness, an important factor of sustainable corporate innovation is on the decline. Thus, this study investigated the role of workplace happiness in MZ generation employees of innovative enterprises and explored the factors that can bring out such happiness. Borrowing framework from previous studies, this study divided preceding factors of the workplace into organizational, communication /relationship, and personal factors and explored the influence on happiness. The effect of workplace happiness on engagement was also analyzed systematically, and the findings are as follows:

First, in organizational factors, the study found that WLB supportive organizational culture does not influence workplace happiness. This contradicts the previous study by Kim & Kim (2017) that WLB has a positive effect on employees' happiness and the study on the influence of organizational culture on subjective happiness (Jeong, Kim & Song, 2016). These results provide new

implications for the institutions and cultures of organizations that support WLB. It suggests that the WLB organizational culture may not actually affect the WLB of employees. Based on existing studies, organizational culture and WLB are factors that affect happiness, but the result of the study did not. This can be predicted that it is difficult for employees to feel the system or culture for companies to support the WLB of members or that such a system does not substantially improve the WLB of individuals. However, since this study did not examine whether WLB organizational culture improves individual WLB, it is necessary to understand the problems of WLB organizational culture by systematically examining them in subsequent studies. Analyzing the structural relationship between WLB organizational culture, WLB, and workplace happiness is expected to be a process to enhance the strategic direction for the personnel management of the generation MZ, which values WLB and happiness. Also, in terms of organizational justice, distributional justice and interactional justice did not have a statistically meaningful influence on happiness - only procedural justice had an effect on workplace happiness. This is in line with Weiss, Suckow, & Cropanzano (1999), which argued that procedural justice could reduce negative influences on the workplace.

Second, in relationship/communication factors, organizational communications did not have an influence on workplace happiness, but rewarding co-worker/supervisor relationships did have a positive effect. This matches the studies by Park & Sohn (2014) and Hong (2018). It can be expected that organizational communication did not affect happiness due to changes in work methods due to digitization and pandemics etc. Recently, there have been more cases of working without face-to-face, such as remote work or telecommuting, and the number of communications between members within the organization has decreased significantly due to the phenomenon of performing only their own tasks rather than cooperation. In this situation where there are fewer opportunities to communicate, it is expected that the communication that takes place within the organization could not be connected to the feeling of happiness.

Third, the meaningfulness of work and personal accomplishment, both personal factors, showed a positive correlation to workplace happiness. This is on par with previous studies (Park & Kim, 2009; Lee, 2013; Hong, 2018), and the effect of work meaningfulness was comparatively stronger than personal accomplishment.

Fourth, happiness at the workplace had a positive effect on employee engagement (work engagement and organizational engagement), and its influence on organizational engagement was stronger. Similar results were shown by Choudhury, Dutta, & Dutta (2019).

Fifth, investigating the structural relationships between main variables showed that procedural justice, rewarding co-worker/supervisor relationship,

the meaningfulness of work, and personal accomplishment, all proven positive factors of happiness, mediate happiness and enhance employee engagement (job engagement and organizational engagement).

From a practical point of view, these findings have the following implications: First, procedural justice cannot be overlooked in enhancing employee happiness and engagement. MZ generation employees are happier when they perceive procedural justice, and this connects to employee engagement. Therefore, the organization must regard justice as an important factor and establish systematic ways to make the distributional process fairer.

Next, internal programs to manage and form rewarding co-worker/supervisor relationships are necessary. Management must take care to make employees feel respect, trust, and connection towards each other. Mistrust or conflict in the workplace will lead to unhappiness, and this will lead to the disengagement of employees, resulting in declining outcomes for the company. Therefore, continuous management is needed.

Third, training or self-development programs that help employees find meaning and accomplishment in their work are necessary. Such investments will, in turn, increase employee engagement and enhance company outcomes, and therefore such efforts must not be spared.

Last, companies need to improve their organizations to reflect the characteristics, values, and cultures of the MZ generation. Programs such as reverse mentoring or work-life-balancing are such initiatives already in place, but there need to be more effective programs that nurture the MZ generation's characteristics that find happiness in work meaningfulness and accomplishment.

This study systematically examines the workplace happiness of generation MZ employees in innovative enterprises to find ways of managing the next generation and the most unhappy generation in the workplace. Through taking a rare, deep look into the preceding factors of workplace happiness and suggesting elements that must be considered by management for happiness in the workplace, this study offered empirical results on the influence of workplace happiness on employee engagement. Through this, this study establishes that organizations must manage the happiness of the employees, offers practical solutions, and widens the horizon on workplace happiness studies. It also raises the importance of human resources management for sustainable growth in innovative enterprises.

Still, this study has the following limits: First, only entry-level employees were surveyed in this study. Because this study only explored the generation MZ, its findings cannot be generalized to previous generations. Further studies expanding to other generations' workplace happiness and comparing the results will allow for generalization and enhance the credibility of this study. In addition, the case of working for an innovative company was selected as the subject of the study, but the definition may be ambiguous. This is because organizational

innovation companies and companies that focus on innovation in each field can be differentiated. However, this study dealt with this comprehensively. In other words, even in the case of an innovative company, it remains a limitation in that it overlooked the fact that the attributes and culture of the company may be different in detail. To compensate for these limitations, it is necessary to define and classify innovative companies in more detail in subsequent studies to closely examine each impact. This will be an opportunity for each organization to explore the direction to improve employee happiness and engagement.

Lastly, the dependent variable was limited to employee engagement. As the survey was restricted to innovative enterprises, whether employee happiness and engagement could be connected to innovative actions and its correlation with company outcome could only be inferred from previous studies. Hence a multilateral examination of employee happiness and its influence on an organization is necessary.

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