

**THE CAUSAL MODEL OF EMPLOYEE WELL-BEING  
IN THE THAI AIRLINE COMPANIES**

**Sakon Bunsin**

**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree of  
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## **ABSTRACT**

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The objectives of the study were 1) to ascertain the level of well-being of the employees working for Thai airlines, 2) to find out the variables or factors affecting their well-being, and 3) to identify the factors that have the most, moderate and no effect on their well-being.

A survey was conducted to collect the data from employees of five Thai airline companies: Thai airways, Bangkok Airways, Air Asia, Nok Air, and Orient Thai Airline. The sample of 400 employees was selected from the total population of 24,631 employees by systematic random sampling. A questionnaire was used as the instrument. The data were processed by SPSS for Windows. The statistics for data analysis were percentage, mean, standard deviation, maximum and minimum values, Chi-square, Gamma, Multiple Regression, and Path analysis.

It was found that 1) most of the respondents had a healthy well-being and 2) the factors significantly affecting their well-being were age, education, number of working years, organizational climate, work characteristic, work environment, compensation, and work-life balance. When gamma (G) was calculated to measure the rigor of the relationship between variables, the factors found to be significantly related to the employee well-being were compensation, work characteristic, work-life balance, organizational climate, work environment, number of working years, age and education, with the G value of .75, .73, .72, .66, .57, .37, .20, and .19, respectively.

3) There were four factors that could predict the employee well-being at the .05 level when Multiple Regression Coefficient was calculated. These factors, which had a positive effect on the employee well-being, were work characteristic, compensation, work-life balance, and work environment, respectively. On the contrary, organizational climate had no significant relationship the employee well-being and thus could not account for their well-being. All the independent variables could account for 61.6 percent of employee well-being ( $R^2 = .611$ ). When the hypothesized correlation model was tested, it was found that the  $R^2$  of the full model ( $R^2_{FM}$ ) was .8068 while the  $R^2$  of the hypothesized correlation model was .0849 ( $Q = .9903$  and  $W = 3.8606$ ), which had no statistical significance. The finding indicated that the hypothesized correlation model was not significantly different from the empirical data; in other words, it had goodness of fit with the empirical data.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background and Significance of the Problem

In the beginning period of studies on well-being of employees, researchers mainly focused on their job satisfaction (Warr,1987) because it was believed that employee satisfaction could reflect their well-being. Studies in the present time, however, have extended their interest areas to cover areas of employees' physical and psychological health. Scholars have more awareness of the significance of the organizational health and the well-being of employees. Such a phenomenon can be a driving force, which can further lead to improvement in the production process and efficiency. This change reflects that the organization has to realize the significance of both the employee health and the organizational health (Westerland et al., 2004). These two factors, the employee health and the organization health, are essential for business success and can bring the enterprise to an advantageous position in business competitions (Arnetz, 2001).

Most previous studies put the emphasis on merely organizational performance, especially on how to manage the organization to achieve good performance, and the focus was on productivity, innovation, and leadership. These elements are just part of organizational health. Later, IrisWellness (2003) conducted a study on organizational health, focusing on employee well-being. During the same period of time, scholars had constructed several models of organizational performance, most of which include both organizational health in terms of its performance and employee health, which encompassed physical, mental and socio-economic health, and employee satisfaction. As a consequence large number of organizations came to realize the significance of organizational performance and employee well-being. In investigating employee well-being, researchers have paid attention to the antecedents which can contribute to

employee well-being. Danna and Griffin (1999), for example, who conducted a study on employee well-being, embraced the following dimensions under her investigation: employee satisfaction, physical health, and mental health. She found that the factors that affected the employee well-being were task design, personal characteristics, and job-related factors, such as relationship with other employees, organizational atmosphere, etc. Similarly, NHS Institute for Innovation and improvement investigated the factors that could have effects on employee well-being and found that the factors affecting the well-being of employees were work-life balance, task design, etc. A similar study was also carried out by Towers Watson (2010), whose study concerned the well-being ecosystem. He found that the factors that could influence employee well-being consisted of granting rewards, healthy physical environment, and healthy relationship among employees at workplace, etc. More scholars have realized the importance of employee well-being, especially the factors that can lead to it. The reason is that promoting employees' well-being makes them happy and can motivate them to perform more productively (Fisher, 2003).

However, most previous studies on employee well-being were conducted in other countries. This area of study in Thailand is still limited. Studies in Thailand has primarily been focused on organizational health or a happy workplace (in other words, on the organizational dimensions). The present study, on the other hand, mainly stressed employee dimensions: the well-being of employees working for Thai airlines, in particular. There has been high competition among airlines because of the introduction of low-cost airlines and the increase in fuel prices. These two factors have negatively affected Thai airlines, several of which have experienced a loss. The Thai Airways, which is the national airline, has also had such an experience. The loss was mainly caused by the decreasing number of passengers and the rising cost of fuel. Even Nok Air, a low-cost airline one of whose shareholders is the Thai Airways, has also experienced a loss. Another low-cost airline, the Orient Thai Airline, which had been suspended for a period of time, experienced higher competition when resuming its business. To reduce the operational costs, this airline has cancelled several routes which did not make any profit, and has maintained only the main routes, such as Bangkok, Chiang Mai, Phuket (Orient Thai Airlines, 2012).

On the contrary, Thai Air Asia has introduced a new image of travel under the concept of 'Anyone can fly'. This new concept has challenged the conventional concept, which seemingly views travelling by plane as the service available for particular groups of people because of expensiveness. This low-cost airline has followed the footsteps of successful low-cost airlines in other countries by offering the most economical air fare plus the service essential for travelling. This airline has, thus, changed the old flying experience to something simple, convenient, pleasant, and economical for every passenger (Thai Air Asia, 2012). Unlike other airlines, Thai Air Asia is still making profits. As for Bangkok Airways, this airline is still making profits on certain routes, although it has experienced high competition in the business as well. However, the Government's policy of moving all the low-cost airlines to Don Muang Airport to make use of the facilities there may cost a huge expense for moving to the airline. Also, as the airline's employees have acquired housing in the vicinity of Suvarnabhumi Airport, these factors may affect the employees as well as the organization.

What happened in the airline business has had certain impacts on many airlines. Some, like Nok Air, have experienced a financial loss which brought about the decline in financial status and employee lay-offs. Generally, laying off employees has a direct effect on their morale. In addition, employees who were not laid off are made to carry a harder work load, and they thus develop stress, which, in turn, has affected their physical and mental health. Some eventually resigned from the job. Their low work morale has also affected the passengers. There have been complaints on their unwillingness to give service, impolite language use, and improper manners while they are on duty. Moreover, the work in airline companies is service rendering and requires long hours of work. Some employees who work on shifts have experienced fatigue, insomnia, and have had no time to exercise causing their physical health to become poorer. Some, in particular flight attendants, have experienced a work-life imbalance. If they are not able to handle these problems, their being will by all means get worse.

The present study, therefore, was aimed at investigating the employee well-being. The focus was on building a causal model of well-being of the employees working for Thai airlines in Thailand. The results would be of benefit to commercial

airlines in Thailand. In addition, the model can further be applied to other fields of business.

## **1.2 Research Objectives**

1.2.1 To ascertain the level of employee well-being for Thai airline companies.

1.2.2 To identify the factors or variables that affect the employee well-being for Thai airline companies.

1.2.3 To find out the factors or variables that have the most, second, and least effects, and no effect on the employee well-being for Thai airline companies.

## **1.3 Scope of the Study**

### **1.3.1 Scope of the Content**

The researcher has specified the scope of the study within the following 4 areas: 1) physical well-being, 2) mental well-being, 3) job satisfaction, and 4) employee engagement.

### **1.3.2 Scope of Population**

Only full-time employees working in Thailand were included in the sample group of the present study. They worked as flight attendants (excluding executive, pilots, and those working overseas) of five airlines: the Thai Airways, Bangkok Airways, Thai Air Asia, Nok Air, and The Orient Thai Airlines.

### **1.3.3 Scope of the Research Area**

The present study was conducted at the places where five commercial airlines based in Thailand were located: airports, airline headquarters, and branch offices.

## **1.4 Expected Results**

1.4.1 Airlines can use the research results to improve the organizational climate, work characteristics, work environment, compensation, as well as employee work–life balance.

1.4.2 The research results can be used to improve the employee well-being for Thai commercial airlines.

1.4.3 A causal model of the employee well-being for Thai airlines in Thailand will be constructed.

## **CHAPTER 2**

### **LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK**

Concepts of employee well-being, models of employee well-being, and models of organizational health which reflect employee well-being have been collected. Furthermore, various concepts, theories and studies pertaining to factors affecting employee well-being, such as organizational climate, work characteristics, work environment, compensation and work-life balance were also thoroughly studied.

#### **2.1 Concepts Related to Employee Well-Being**

This study is based on two directly related concepts: employee well-being and organizational health. The details are as follows:

##### **2.1.1 Concepts of Employee Well-Being**

According to Danna and Griffin (1999: 357), the topic of employee well-being has become interesting at present and is composed of the following:

- 1) employees with good physical and mental health usually show positive signs.
- 2) both health and employee well-being have been considered as important elements of an organization.
- 3) both health and employee well-being are vital since they are directly derived from the employee himself.

According to Grant, Christianson and Price (2007: 51), employee well-being is considered important for an organization because it causes not only satisfaction among employees but also achievement and good health. According to Bakke, 2005; Lama and Cutler, 2003, if an organization supports employees' well-being, in return, they will generally be happy and able to perform better for the organization (Fisher, 2003) Also, Danna and Griffin (1999) stated that employees with well-being usually

perform tasks well, and this also leads to a reduction in the health costs paid by the organization for its employees.

In fact, the meaning of employee well-being is quite extensive; however, the study focuses only on one component: job satisfaction with employees as the major point (Warr, 1987). Based on a general understanding of the concepts related to health, psychology, and society, well-being is, indeed, composed of

- 1) good physical health
- 2) good mental health
- 3) good working environment, which is in accordance with the health

study where health was first introduced to explain the meaning of physical, mental and social well-being (Diener and Seligman, 2004). Moreover, well-being means a person who has good physical and mental health, including the dimension of work satisfaction and works in a good social environment. (Nussbaum, 2001; Sen 1993).

Later, four major indicators were used to survey the well-being of employees: 1) health, 2) job satisfaction. 3) workload and 4) commitment.

In fact, the concept of employee well-being has long evolved. Initially, the focus was the importance of job satisfaction. Then, the emphasis shifted to cover both physical and mental health, which eventually reflected the well-being of employees as a whole. In fact, these two areas have become popular among not only sociologists but also among certain health researchers from the past until the present, and such topics are increasingly important. Obviously, whenever employee well-being is measured, the dimensions of both physical and mental health are always included. Moreover, the components of employee-well-being have been extended by many academics to include certain dimensions, particularly the most important one: an employee's commitment towards an organization, which can clearly reflect the joy of working in such an organization. Therefore, at present, the dimension of commitment is frequently employed in surveys of employee well-being (Employee Well-Being Survey, 2012).

In brief, the meaning of employee well-being can be defined as good physical and mental health, job satisfaction, and commitment towards the organization, all of which can eventually enable employees to work happily.

### **2.1.2 Concept of Organizational Health**

Generally, in order to study organizational health, its real meaning should be clearly determined. Many academics seem to share a similar concept; that is the study of organizational health is usually related to the improvement of organizational performance, and the support of employee well-being. Based on Dive (2004: 3), organizational health refers to the ability of an organization to achieve the objectives based on environment, and it is an attempt to improve organizational performance as well as to enhance the well-being of employees.

Similarly, the above definition by Dive is also in accordance with Wilson's (2004), who maintained that organizational health is one of characteristics that indicates systematic intentions or purposes, and it is also an attempt to encourage co-operation among employees for better well-being and organizational performance.

According to Kathryn (2004), organizational health means the central concept combining a person with an organization. The Canada Council for Arts (2004) also proposed a similar definition. Organizational health can be defined as the ability of an organization to achieve its mission, especially the policy to support and develop its staff. Furthermore, according to Lovey, Nadkarni and Erdelyi (2003), the author of the book entitled "The Joyful Organization: Understanding Organizational Health, Diseases and Joy" published in 2003, organizational health refers to the whole state of balance between the principal organizational objectives, the minimizing of entropy, creation of customer's satisfaction, organizational growth and living in harmony with the environment. All of these frequently lead to satisfaction as a whole. Despite various interpretations, the focus is on organizational performance related to the well-being of employees, particularly the importance of satisfaction. Moreover, the whole system should be in perfect harmony. According to The Canada Council for Arts (2004:13), organizational health refers to an organization's ability to achieve its mission, especially to develop and support work performance, the working culture and to administer the work structure. This, in fact, is consistent with what Organizational Health Diagnostic & Development Corporation) OHDDC (2011) stated. That is, it is the ability of an organization to perform its function not only effectively but also sufficiently to readily handle any changes appropriately as a part of ongoing growth.

After reviewing all the definitions put forth by many academics and researchers, one particular similar common characteristic is that both the components of organizational performance and well-being are frequently emphasized when the topic of organizational health is discussed. Therefore, the definition of organizational health can be summarized as the ability of an organization to encourage better organizational performance and enhance the well-being of its employees.

Hence, organizational health can be expanded to include both the work and an organization, which can be employed to distinguish the working system of a healthy organization from an organization with poor health. Actually, both the working environment and employees' health have been considered important by many organizations.

Organizational health was extensively studied during the period of the Post-Industrial Revolution. The focus was on work and employee well-being, whereas the negative effects of work as well as staff health were not considered important. However, in 1958, Kathryn (2004) stated that organizational health included these original indicators: turnover, absenteeism, products, and honesty. Initially, the concept of organizational health started in professional sanitary work. The promotion of health in the workplace initially had the prime objective of enhancing good health among employees, so they would be able to perform their tasks effectively. In other words, such an organization would be healthy. Initially, the concept of organizational health was applied to employees at individual levels, and this could be proved by the decrease in absenteeism, staff satisfaction and the level of production. Later, based on Argyris (1964), certain basic theories were thoroughly developed in order to get a better understanding of individual's psychological health, which eventually resulted in a successful study illustrating various behaviors, such as absenteeism and resignations. In 1966, the U.S. Department of Health and Human Services (1996) began to show more interest to these issues. Moreover, many researchers turned to focus more on the work characteristics that might affect organizational health. In fact, employees can generally be affected by certain work factors, which include physical conditions, working conditions, workload, role control and the conflict within the role etc. At first, the organizational health of schools was mainly studied, and later this was adapted for use with business organizations. In fact, altogether ten dimensions are

generally used in studying organizational health: 1) clarity of objectives; 2) sufficient communication; 3) fair manifestation of power; 4) qualified usage of resources; 5) unity; 6) moral support; 7) innovation; 8) autonomy; 9) adaptation; and 10) proper solutions to problems. With the increase in interest, various views related to organizational health have arisen among many organizational developers. Organizational health is, indeed, considered as important as organizational effectiveness. Later, the word “Health” gained popularity among many groups of organizational developers. In order to understand organizational health, it is essential to truly understand certain physical characteristics: health itself and work safety, including all kinds of health risks. In addition, particular topics that are pertinent include the mind, emotion, society as well as employees’ spirits, all of which actually are bound together to form organizational health. Well-being has been emphasized in many theories. It has, in fact, been applied to individual levels, and it is a concept that helps create equilibrium between employees and the environment. Furthermore, regarding organizational health at the individual level, the emphasis is placed on physical, mental and spiritual well-being. Well-being, actually, can be divided into five characteristics: 1) time; 2) structure; 3) social contact; 4) co-operation; 5) status and law. Also, well-being may include cultural factors, emotion and relationship among staff (Cotton and Hart, 2003).

Therefore, focusing on an individual’s health is considered not only the best but also the most dynamic concept because it includes employees’ healthiness and their well-being. This usually leads to the concept of organizational health. Later, certain characteristics of good and bad organization health were considered in order to determine the extent of organizational health. With good health, an organization is able to go on within its various systems through the analysis of various dimensions, such as autonomy, and the ability to adapt. On top of that, all the systems have to be balanced and consistent with the surrounding environment. Also, there have been extensive discussions comparing organizational health to certain organs, such as the digestive system. For example, all the organs work and perform their tasks in a systematically related pattern. Based on this point of view, the systematic study of organizational health emerged. That is to say, the focus has shifted to many areas, such as organizations, human resources, including various systems that enhance

human work performance. The main objective is to enable those workers to perform their tasks effectively within a good working environment and communicate efficiently in order to achieve their goals.

According to Cameron and Caza (2004: 731), the study of organizational health should, in fact, include both an individual level and an organizational level. Moreover, organizational health is also related to the results of organizational performance: physical, mental and social well-being. Generally, organizational health can be classified into three dimensions:

- 1) Body, which includes structure, organizational design, power, communication and work distribution
- 2) Mind, which is composed of beliefs, goals, policies and ways of practice
- 3) Spirit, which consists of moral value and the heart of an organization

Dive (2004) is one of the academics who made the concept of organizational health not only more distinct but also more important. According to Dive, organizational health refers to the improvement of organizational performance and creation of employee well-being. In fact, organizational health is considered as the ability of the organization to achieve its goals within a suitable environment for improving both organizational performance and enhancing employee well-being. Furthermore, employees' attitudes, such as job satisfaction can also be used to determine well-being. The employees' positive attitudes usually result in the realization of their roles. Besides, positive attitude also refers to positive physical and mental health. Meanwhile, employees' satisfaction pertains to compensation, benefits, relationships among people, participation in decision making and being free from occupational stress.

Generally, employee health consists of three important characteristics as follows:

- 1) Employee well-being refers to physical, mental and social aspects and employee well-being is frequently affected by working environment.
- 2) An organization is required to develop risk management systems by specifying and dealing with environmental risks affecting employee well-being

3) Employee well-being also includes promotions, maintenance of employees' loyalty and prevention of employee resignations. Hence, employees should be developed both physically and mentally.

All in all, good organizational health means healthy employees and better organizational performance (Arnetz, 2005). De Smet et al. (2006) explained certain features of both good and bad organizational health. That is to say, an organization with good health usually results in high performance. In addition, most organizations run a business mainly to make a profit.

Hence, in the long run, in order to achieve both benefits and high performance, health should be emphasized. Most importantly, an emphasis should be placed on changes in not only personnel health but also on performance (Frithjof et al. 2010). Based on the most recent study of organizational health by Mueller, (2011), organizational health refers to a kind of dynamic process in which the organization should enhance creativity as a part of strategic goals. That is to say, in the short and long term, sustainable success must be achieved in business as all of these are regarded as means to retain talent, who are the most valuable human resources of an organization. Moreover, talented employees, in return, will bring about creativity, innovation and act as a kind of a driving force moving the organization to success. Indeed, good organizational health is usually derived from both the commitment and the retention of employees within the organization itself. Meanwhile, in an organization with poor organizational health, there is usually a high rate of resignations. When employees lack commitment, this usually results in low morale, low productivity and low customer satisfaction. Hence, this is the reason why organizational health is considered vital.

Obviously, the definition of organizational health seems broader than that of general health. It focuses on administration and practice, including mental health management, which frequently results in not only healthy employees but also the healthy organization, and eventually leads to high performance and better productivity. Moreover, the dimension of a healthy workplace can be determined as follows:

1) employee commitment: to retain and motivate them to work for the organization

2) balance between the working and family life: to help employees manage both their private and family life

3) development and progress: to provide employees with training opportunities and promotions

4) health and safety: to ensure safety in the workplace as well as to support employee organizational health

5) realization of employee value: to recognize and value employees who play a role in bringing success to the organization

All in all, organizational health normally involves both the organization's and individual's performance. Moreover, organizational health can also be determined through certain aspects: 1) health costs; 2) provision of opportunities for development to employees; 3) effective communication between executives and employees; 4) equity and fairness among employees; 5) measurement of organizational health with the purpose of putting it into actual practice; 6) training which can develop employee competence; 7) assignment empowerment and responsibility to employees; 8) development of employee competency; 9) employees' recognition of organizational values; 10) strategies of balanced work life within the organization; 11) an outsider consultant who can lead the organization to success; 12) the realization that organizational health is a continuous process.

## **2.2 Models Related to Employee Well-Being**

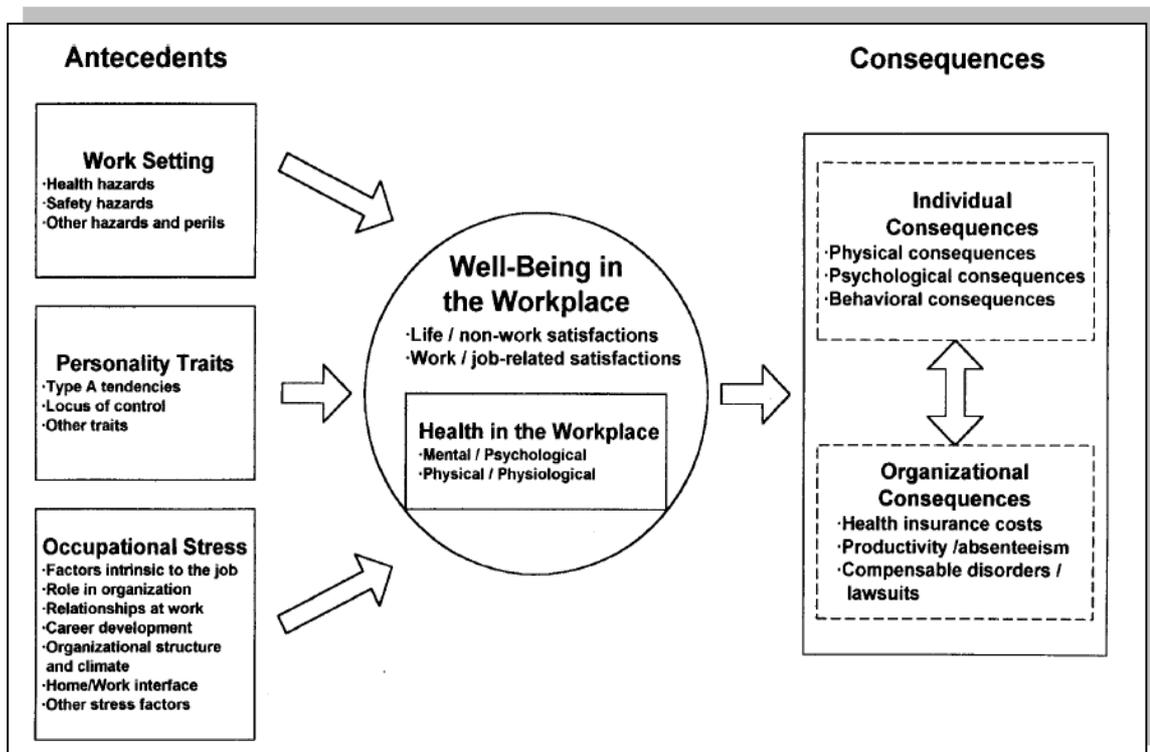
Actually, there are two kinds of models that are related to employee well-being. The first one is directly related to the employee well-being, while the other which is known as an organizational health model is involved both organizational performance and employee well-being. Moreover, a clear dimension of employee well-being is reflected through the second model. Therefore, this study will focus on the important aspects of both models with the following details.

### 2.2.1 Employee Well-Being Model

Throughout the literature review, there are similar features in the study of employee well-being, i.e., the dimension of physical and mental health, and job satisfaction. The explanation of employee well-being is based on the four major models as follows:

#### 2.2.1.1 Model of Well-Being in the Workplace

This model was presented by Danna and Griffin (1999), with certain antecedent factors that affect employee well-being being investigated. The variables directly affecting employee well-being include job design, personal characteristics, and occupational stress. Indeed, employee well-being in the workplace consists of satisfaction, which is not related to a job, satisfaction derived from work, and physical and mental health. Hence, well-being frequently results in not only employee healthiness but also their behaviors. Furthermore, it also affects certain organizational aspects, such as health costs and products as illustrated in Figure 2.1.

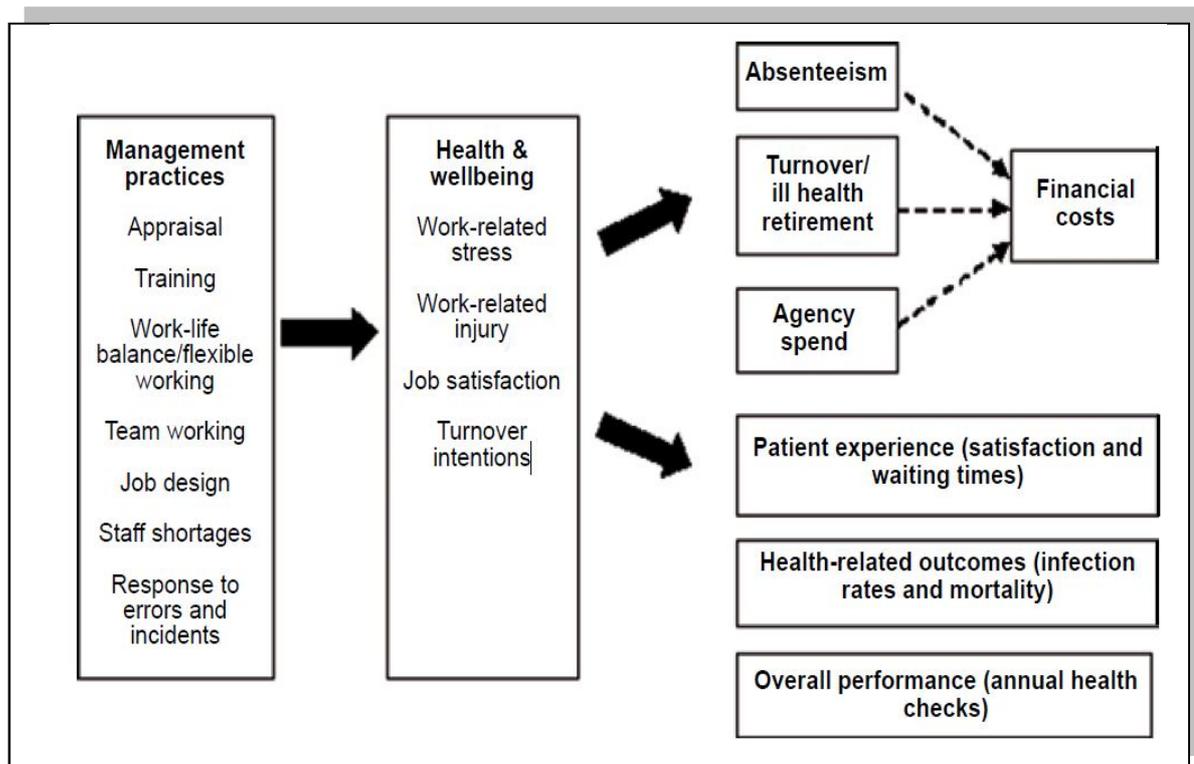


**Figure 2.1** Model of Well-Being in the Workplace

**Source:** Danna and Griffin, 1999.

### 2.2.1.2 Model of Health and Employee Well-Being

This model was presented Dawson et al., 2009. The relationships between the variables and employee well-being were investigated. The variables affecting employee well-being, also known as management practices, include performance appraisal, training, work-life balance, teamwork, work design, insufficient employees, and errors in response. In fact, all of these variables directly affect the well-being of employees, which are generally composed of occupational stress, work injuries, job satisfaction and the intention to resign as shown in Figure 2.2.



**Figure 2.2** Model of Health and Employee Well-Being

**Source:** Dawson et al., 2009.

### 2.2.1.3 Well-Being Model

According to Smith (2006)'s presentation, the overall picture of well-being includes physical and mental health, society, economy and environment. This model focuses on better well-being in life more than employee well-being in the workplace. Nevertheless, there is one common aspect that indicates the well-being of

employees, such as the dimension of both physical and mental health, which is considered an important feature in studying the well-being of employees as illustrated in Figure 2.3.

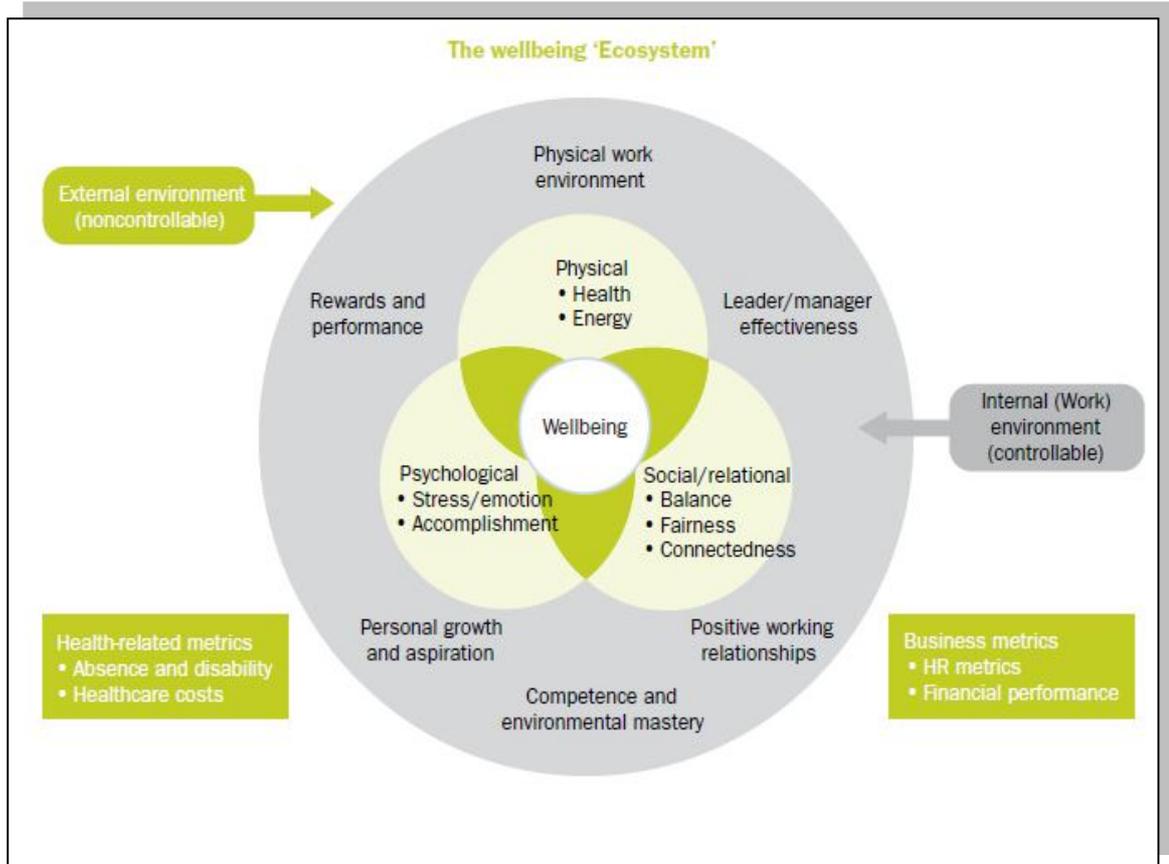


**Figure 2.3** Well-Being Model

**Source:** Smith, 2006.

#### 2.2.1.4 Well-Being Ecosystem

Based on Towers Watson (2010), this model presents the interrelations between various systems and well-being, which includes the physical environment in working, a leader or manager's effectiveness, interrelations in work performance, the competency and career progress of employees, rewards and performance. All of these systems, in fact, affect the well-being of employees. Therefore, employee well-being generally consists of the following dimensions, such as mental and physical health, and social relations, as shown in Figure 2.4.



**Figure 2.4** Well-Being Ecosystem

**Source:** Towers Watson, 2010.

### 2.2.2 Organizational Health Model

Through the literature review, various organizational health models have been presented by many academics, and all of which share a similar focus on both organizational performance and employee well-being. Some models illustrate clear divisions, whereas some present the overall picture.

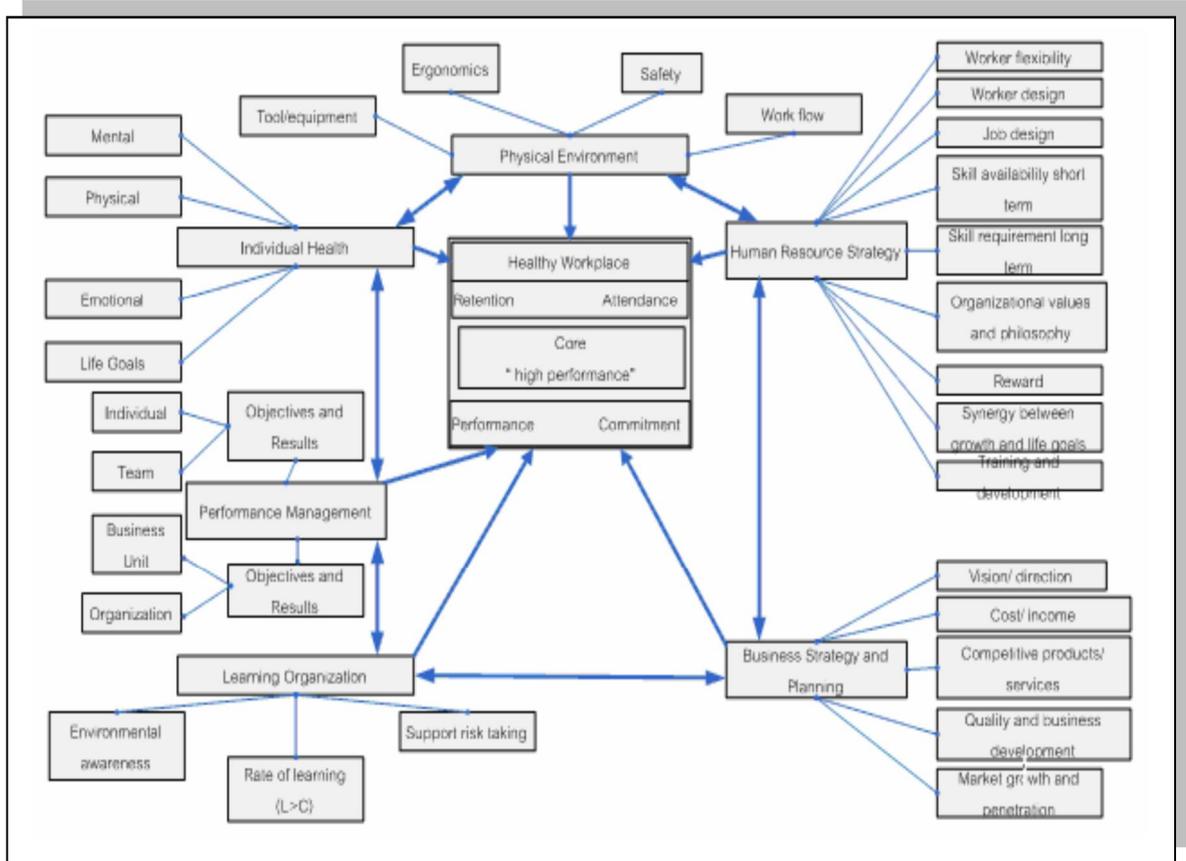
In order to get a better understanding of the dimension of employee well-being as well as conceptual evolution, many models of organizational health from 1994 to 2011 were collected to be used in this study.

#### 2.2.2.1 Healthy Workplace

Based on Flanagan and Henry (1994: 23), besides the interrelations of factors contributing to the healthy working and employees' health, importance should be placed on the creation of working climate, work design, training for

employees as well as instruments and devices that support employees, all of which can result in

- 1) increasing productivity for the organization
- 2) achieving success set by a certain high performance standards
- 3) maintaining employee health by keeping them fit and healthy in order to avoid illness
- 4) co-operating well with colleagues, and having opportunities to apply not only skills but also for development
- 5) recognizing any personnel who have a high performance, as illustrated in Figure 2.5.



**Figure 2.5** Healthy Workplace

**Source:** Flanagan and Henry, 1994: 23.

### 2.2.2.2 Organizational Health

According to Brisson et al (1997), interviews were conducted with 65 middle-level executives and human resource experts from 20 departments to determine the elements of healthiness and employee well-being, which can be classified into various categories, as illustrated in Figure 2.6.



**Figure 2.6** Organizational Health

**Source:** Brisson et al., 1997.

1) Leadership

Efficient leadership is the principal factor contributing to organization health, and any changes in organizational structure truly affect any employee working for such an organization. Leadership can be tested through the ability to create strong commitment, to encourage personnel's motivation and to develop their skills. Moreover, efficient leaders should demonstrate strategic thinking and the ability to convincingly communicate the value of the organization. They should be able to create not only a respectful atmosphere, but also one of trust to encourage creativity among personnel. All in all, these are considered the characteristics of an efficient leader in a healthy organization.

2) Vision

Generally, a leader of a high level should have vision in order to foresee the future of an organization. The vision should be consistent with the current state of the organization. That is to say, the social environment, requirements

of customers and the stakeholders in business should be taken into consideration. Moreover, the vision must be based on organizational core values.

### 3) Employee Commitment

It is essential to create a sense of commitment among employees within the organization as both the sense of ownership and pride in work usually lead to a better understanding of not only the organizational mission but also its goals. Furthermore, a sense of ownership usually encourages employees of all levels to trust, respect and commit to each other, and this usually results in teamwork, which eventually drives the organization to achieve success.

### 4) Trust

If there is a high level of trust among employees, there will be an increase in employee morale. They will be encouraged to be innovative, to take risks and assist the organization in responding to changes efficiently. In fact, trust is derived from a corporate culture wherein interrelations are based on honesty, which usually contributes to professional ability, integrity and consideration for others. Based on the interviews, in regard to creating trust in an organization, there are a number of challenges. Most importantly, both the executives and the subordinates should trust each other. However, such trust often does not last long.

### 5) Respect

Mutual respect in an organization can help create trust. Moreover, respect sometimes helps both the executives and subordinates realize the individual visions even though both sides are not on good terms. However, sometimes the respect is not related to the formal structure of the organization but is in fact a reflection of attitudes and choice of words. In addition, respect is also related to all kinds of daily work.

### 6) Rewards and Recognition

Normally, employees of all levels appreciate being praised and recognized either formally or informally. This usually makes employees realize their own value and frequently results in good organizational health. Hence, methods of rewards that enhance and create motivation among the employees within the organization should be instituted.

### 7) Communication

Without communication, an organization cannot survive. Good communication should be concise, punctual and complete. There must be communication at all levels among employees. For example, there should be the sharing of information from the top to the bottom. In case there is miscommunication, the person who is in charge must take responsibility for admitting mistakes. This indicates that the organization is likely to have good health. Meanwhile, the employees should feel free to query about any mistakes.

### 8) Competence and Skills Development

Skills development is essential in order to enhance competence and competitiveness. These should be carried out by the organization if it wishes to have good organizational health. In order to enhance the strength of the organization, this should be particularly emphasized among the new generation of employees, as this can prevent not only overload but also address the lack of employees' skills that are needed within the organization.

### 9) Teamwork

Teamwork results in not only in the success of the organization, but also the sharing of feelings among the employees. For example, they sometimes participate in making certain beneficial decisions, which might lead to organizational success.

### 10. Ability to Adapt

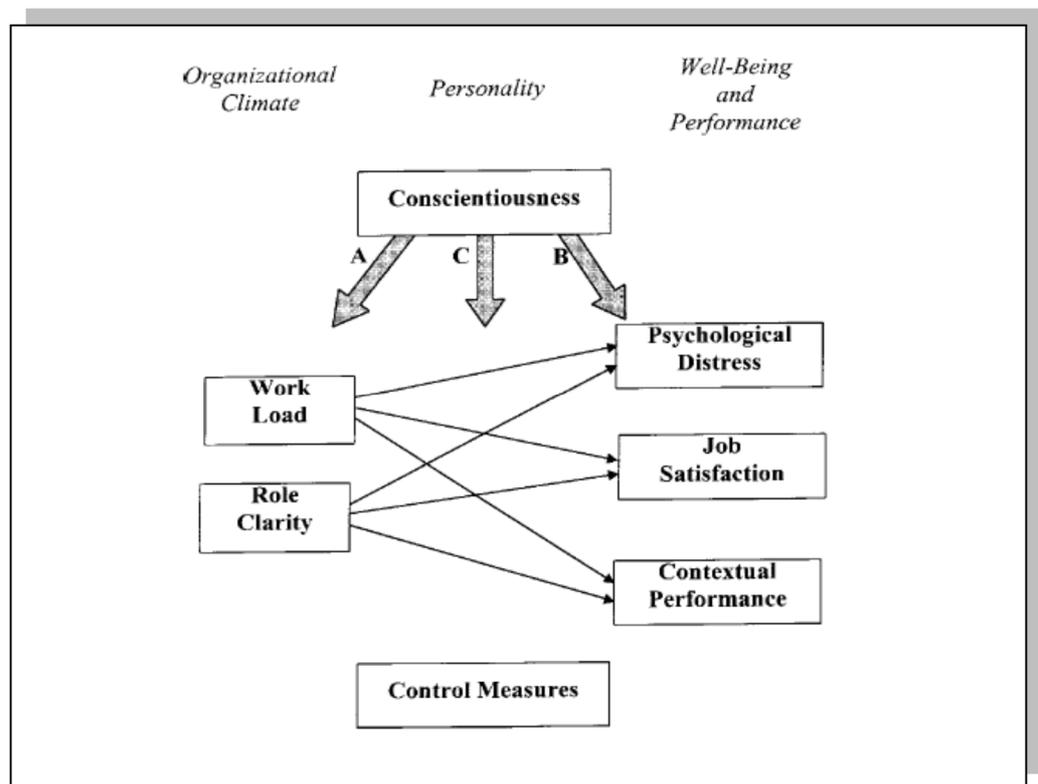
The organization must be always ready for changes as well as frequent revisions in order to achieve good management of organizational health. In addition, employees should have freedom in working, making decisions, and improving work resulting from changes of unstable situations. The advantages of this model are: 1) clear identification of the element of organizational performance; 2) clear details of the components of employee well-being. The disadvantages are: in terms of organizational performance, there are no indicators that can truly illustrate organizational productivity based on organizational performance.

#### 2.2.2.3 Conscientiousness

Miller (1999: 7-19), Queensland, Australia investigated both the organizational health and personality within the conceptual framework of employees'

conscientiousness based on the following factors: 1) occupational stress; 2) work performance; and 3) work climate. Generally, the development of the conceptual framework consists of:

- 1) organizational climate, which can be assessed from workload realization and role clarity
- 2) organizational health, which can be assessed from psychological distress and job satisfaction
- 3) important behaviors affecting organizational success, which can be assessed from contextual performance, as illustrated in Figure 2.7.



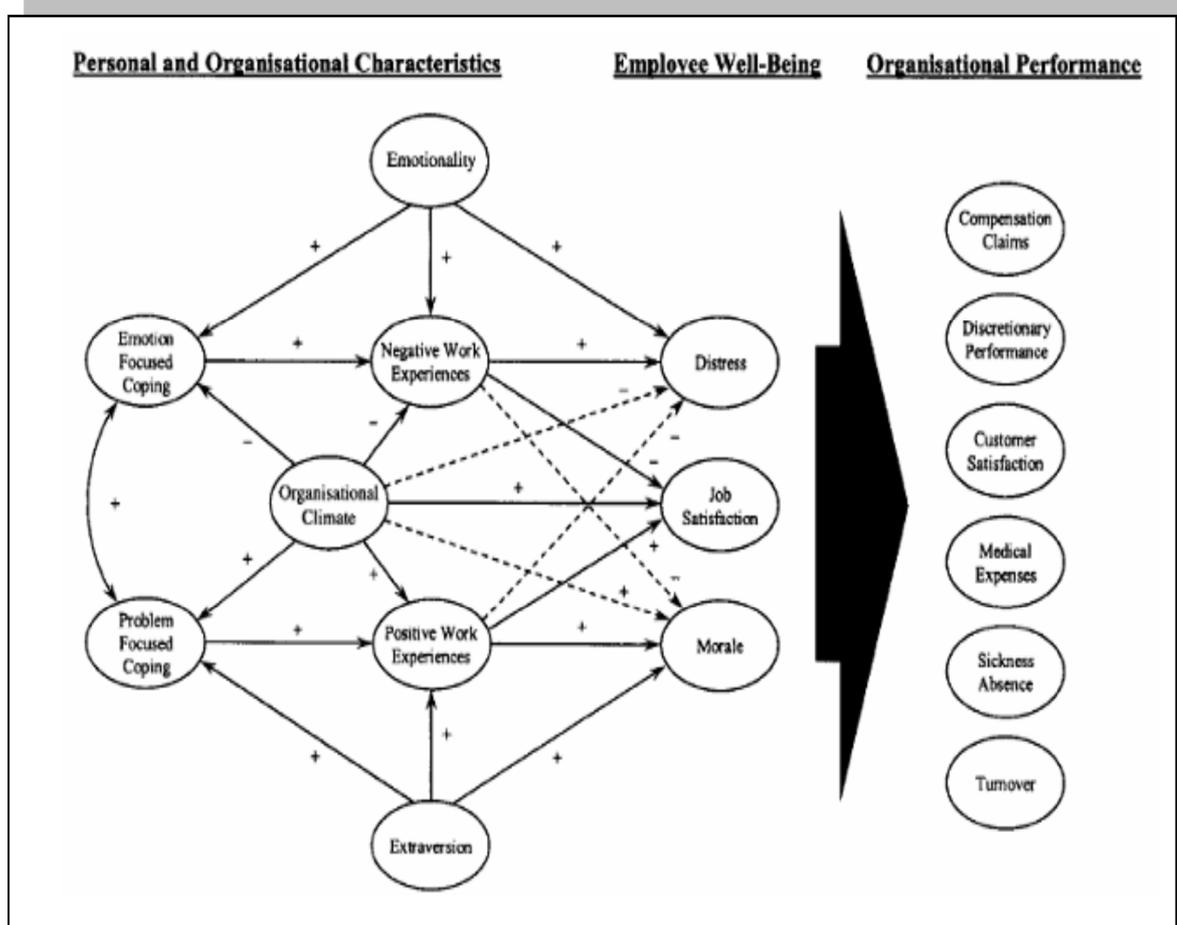
**Figure 2.7** Conscientiousness

**Source:** Miller, 1999.

#### 2.2.2.4 Organizational Health Research Model

Based on Hart and Cooper (2001), this model was applied to examine the organizational health of various organizations within different contexts. Many

factors, such as personnel and organization that not only are interrelated but also influence the outcome of both personnel and organizational levels of efficiency could be well understood through the conceptual framework of organizational health. Furthermore, this model is consistent with the studies of Quality of Life by Heady in 1989 and Wearing in 1992 (quoted in Cotton and Hart, 2003: 125). This is also in accordance with the study of Stress Related to Cognitive by De Longis in 1988 (quoted in Cotton and Hart, 2003: 25) as illustrated in Figure 2.8.



**Figure 2.8** Organizational Health Research Model

**Source:** Hart and Cooper, 2001.

#### 2.2.2.5 A Healthy Organization

According to the definition given by Lovey, Nadkarni and Erdelyi (2003: 38-40), good organizational health can be defined as follows:

1) an organization that creates customer satisfaction by responding to employees' requirements and offering customers the best value, through which the organization continues to obtain a return in the form of income from the customers.

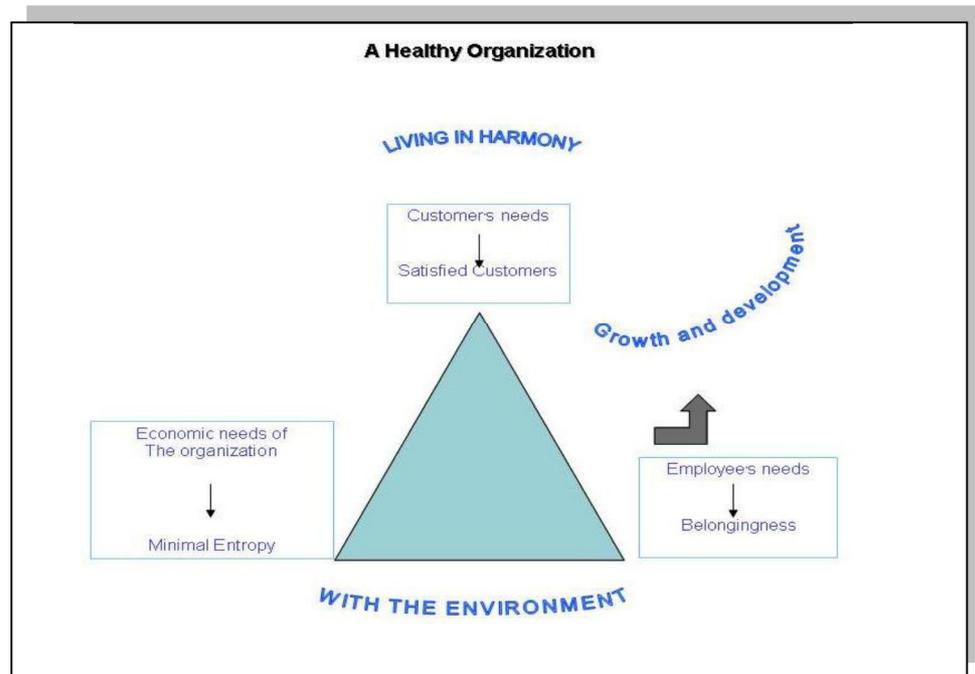
2) an organization that creates satisfaction in employees by providing a creative working environment through the development and establishment of personal participation within the organization. Therefore, both individual purposes and organizational goals will be fulfilled simultaneously.

3) an organization that establishes financial satisfaction by using the available resources efficiently and being consistent in its goals.

4) an organization that maintains a balance in the three abovementioned areas: customer satisfaction, employee satisfaction and organizational economy by developing both the structure and culture in order to encourage further decision making at the same time.

5) an organization that is capable of growing and developing continuously and is able to handle certain complex issues.

6) an organization which is environmentally friendly.



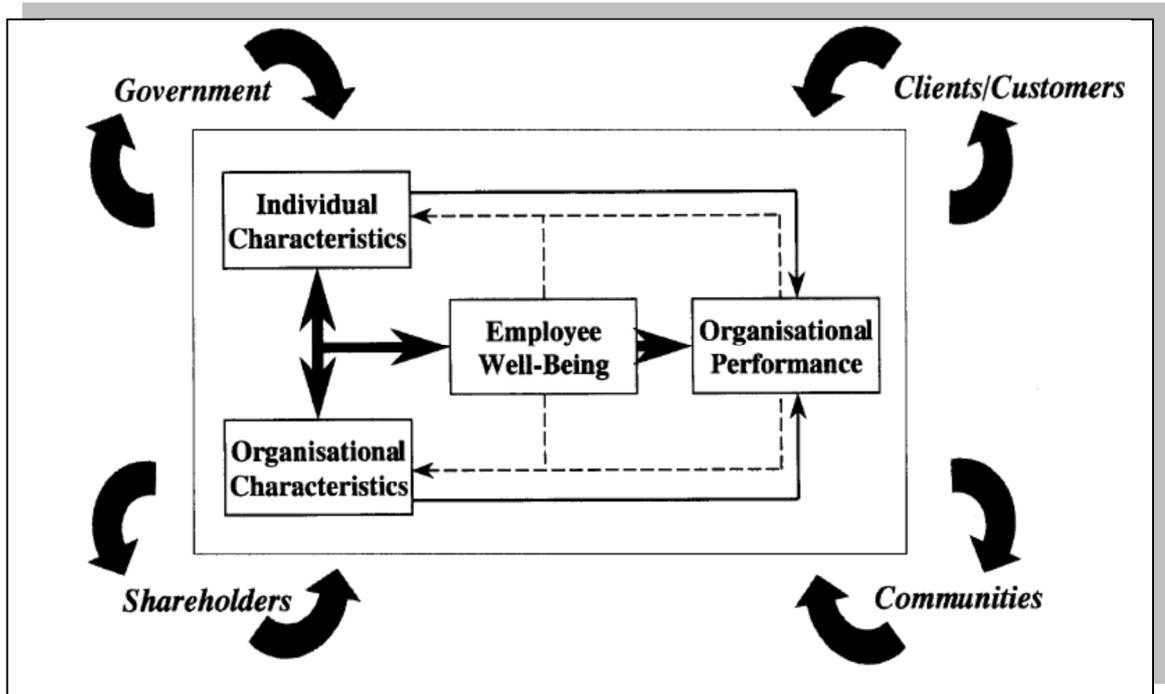
**Figure 2.9** A Healthy Organization

**Source:** Lovey, Nadkarni and Erdelyi, 2003.

#### 2.2.2.6 A Heuristic Model of Organizational Health

This model was presented by Cotton and Hart (2003). In the review of studies on organizational health, both occupational well-being and performance were studied. Based on the conceptual framework by Hart and Cooper in 2001, the framework of organizational health refers to the study of the traditional stressors and strain approach, which is employed as a guideline in the study of occupational stress. Initially, organizational health was regarded as one system surrounded by various variables with certain dynamic interactions. The examples of those variables are employee variety and other factors found in the organization, which are also related to employees and their surrounding environment, as illustrated in Figure 2.10. There is interaction among employee well-being, individual characteristics and organizational characteristics, all of which eventually affect organizational performance. However, organizational management usually depends on distinctive contexts. In addition, the factors affecting the core elements are government policy, clients/customers, shareholders and community. Hence, in order to apply this conceptual framework,

contextual analysis of the organization should also be considered, as illustrated in Figure 2.10.



**Figure 2.10** A Heuristic Model of Organizational Health

**Source:** Cotton and Hart, 2003.

#### 2.2.2.7 Healthy Organization-People Model

According to IrisWellness (2003), in order to establish good organization health, it is firstly essential to make all employees healthy, especially in the workplace. This will then become a kind of tool to achieve business goals, enabling the employees to stay happy and to work energetically for the organization.

Therefore, the overall aspect of employee well-being is, in fact, an important foundation that usually results in the success of the organization, as illustrated in Figure 2.11.



**Figure 2.11** Healthy Organization-People Model

**Source:** IrisWellness, 2003.

#### 2.2.2.8 Organization Health Model By National Quality Institute: NQI

An organization with good organizational health typically has high performance. Generally, at the initial stage, some seniors will participate in decision making. They, in fact, are often influential staff who play important roles in all of the organizational changes and plans. Moreover, these groups of executives seek to establish an environment wherein the employees not only respect each other, but also listen to each other and have a good perception of organizational visions. Also, it is considered a kind of environment where there is a good balance between personal and working life. Consequently, with this condition, employees are motivated to create certain innovations, to increase productivity, and all of which eventually leads to organizational profits.

In brief, there are four principal driving dimensions contributing to establishing good organizational health in workplaces: 1) healthy leadership; 2) planning; 3) a focus on people; 4) outcomes.

According to the definition by National Quality Institute, employee health generally refers to an individual's ability to control well his/her physical, emotional, mental, social and spiritual aspects. Moreover, an organization can enable them to achieve this through various approaches: leadership style, communication method, work structure, reward system, decision making style and culture, and all of these organizational functions significantly affect the employee well-being. Meanwhile, the organizational health can be defined as an organization that has effective productivity, effectiveness in performance, good morale, and high employee commitment. Eventually, all of these aspects will bring about high performance within the organization. Indeed, employee well-being, culture, leadership, communication, work design and decision making styles truly affect organizational health.

In summary, according to the concept by the National Quality Institute of Canada, there are certain common factors contributing to healthiness in both employee and organizational health: leadership style, communication method, work structure, reward system, decision making style and culture. With well-being, employees will become healthy, and this certainly results in good organizational health. Consequently, when an organization is healthy, its productivity and effectiveness in performance will also be increased.

Most importantly, both high performance and good environment are factors contributing to both organizational and employees' healthiness. When employees' morale is boosted, they are sure to demonstrate a high commitment towards their organization by devoting all their effort to their tasks in order to achieve the highest performance through constant organizational development (Canada's Healthy Workplace Week, 2006) as shown in Figure 2.12.



**Figure 2.12** Organization Health Model By National Quality Institute: NQI

**Source:** National Quality Institute: NQI, 2006.

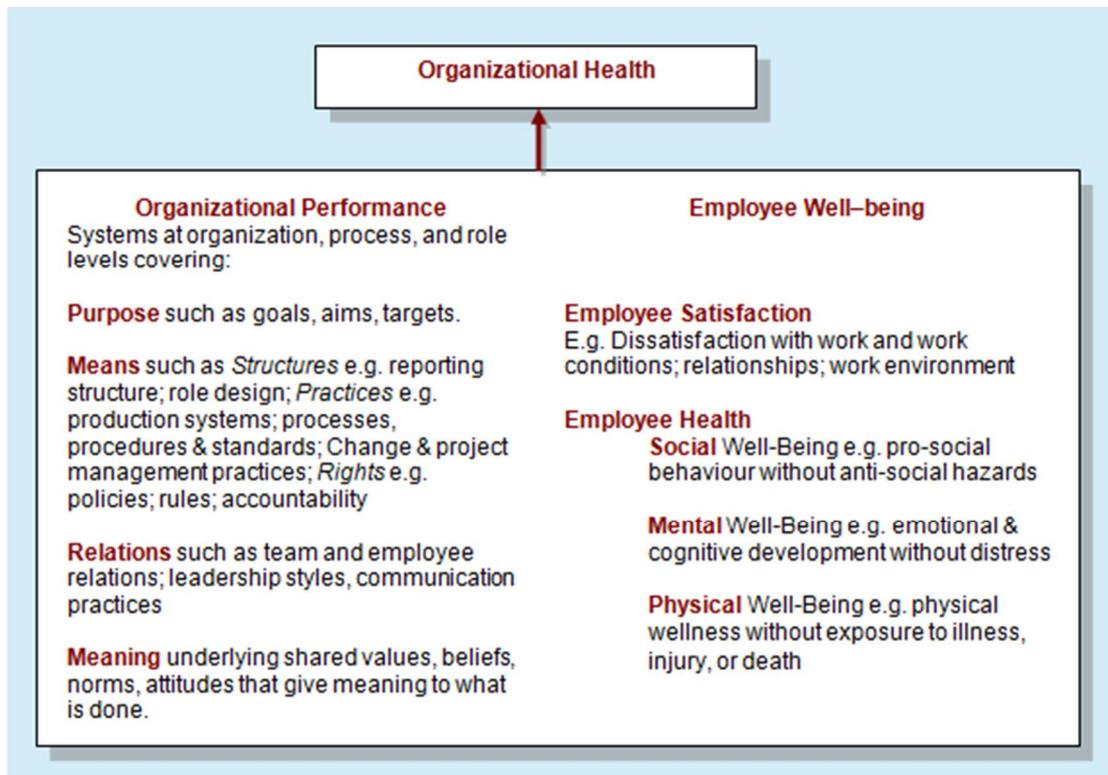
#### 2.2.2.9 Organizational Health Model By Alman

According to this model presented by Alman (2010), both the organizational performance and employee well-being are always dependent on each other. Furthermore, organizational performance usually consists of the following:

- 1) distinct and understandable organizational goals/objectives
- 2) all organizational working systems
- 3) leadership and relationships among staff
- 4) realization of value, belief and organizational standards

Meanwhile, employee well-being includes

- 1) the model is easily understandable and covers all elements of organizational health
- 2) the model can be employed to determine the organizational health



**Figure 2.13** Organizational Health Model by David Alman

**Source:** Alman, 2010.

#### 2.2.2.10 Organizational Health Model by Australian Public Commission.

This most recent model, published in 2011, is considered the most ideal model of organizational health as presented by the Australian Public Commission (2011). In this model, the emphasis is placed on the similar core concepts used in the study of organizational health: organization and employees. As for the organization, it is mainly connected to organizational performance, such as productivity. Meanwhile, organizational health usually consists of direction, leadership, capability, governance, relationship and culture, whereas employees usually consider the outcomes, such as job satisfaction, commitment, physical health and psychological health, as shown in Figure 2.14.



**Figure 2.14** Model of Organizational Health by Australian Public Service Commission

**Source:** Australian Public Service Commission, 2011.

Through the literature review of ten organizational health models, there are two principal characteristics: 1) organizational performance and 2) employee well-being. In this study, the individual elements of each model, including the advantages and disadvantages, are summarized for better and clearer understanding, as shown in Figure 2.1.

**Table 2.1** Summary of the Organizational Health Model

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
1. Healthy Workplace	1) Increasing productivity for the organization 2) Achieving success set by a certain high performance standards	1) Maintaining employee health by keeping them fit and healthy in order to avoid illness. 2) Co-operating well with colleagues, and having the opportunities to apply not only skills but also for development. 3) Recognizing any personnel who have a high performance.	The advantage of this model: 1) there is a dimension showing organization performance and employee well-being.	The disadvantage: the performance does not cover certain areas, so it does not reflect organizational performance as a whole.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
2. Organizational Health	1) Leadership 2) Vision 3) Communication 4) Teamwork	1) Employee commitment 2) Trust 3) Respect 4) Rewards and Recognition 5) Competence and Skills Development 6) Ability to Adapt	The advantages of this model are: 1) clear identification of the element of organizational performance; 2) clear details of the components of employee well-being.	The disadvantages are: in terms of organizational performance, there are no indicators that can truly illustrate organizational productivity based on organizational performance.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
3. Conscientiousness	1) role clarity	1) Workload 2) occupational stress 3) work performance	The advantages of this model are: 1) the elements of employee well-being are clear and extensive; 2) both occupational stress and workload, which usually reflect the employee well-being are also considered as a part of the elements.	The disadvantages are: 1) there are too few elements specified in work performance; 2) this model cannot truly reflect the organizational work performance.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
4. Organizational Health Research Model	1) Compensation Claims 2) Discretionary Performance 3) Customer Satisfaction 4) Medical Expenses 5) Sickness Absence 6) Turnover	1) Occupational stress 2) Job satisfaction 3) Moral	The advantages of this model are: 1) the elements of work performance are clear and extensive; 2) the cost of health treatment is included as one of the elements.	The disadvantage of the model is that neither physical nor mental health dimensions are included in employee well-being.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
5. A Healthy Organization	1) Customer satisfaction 2) Financial status 3) Organizational growth 4) organizational co-existence with the environment	1) Job satisfaction	The advantages of the model include: 1) the dimension of customer satisfaction has been included as one of the elements in organizational work performance. 2) the capability of the organization can be determined by organizational financial status. 3) organizational co-existence with the environment is considered important since this indicates organizational responsibility towards society.	The disadvantages: 1) there is only one dimension in the component of employee well-being, limited satisfaction; 2) there is a lack of a physical and mental health dimension.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
6. A Heuristic Model of Organizational Health	1) Organizational Performance	1) Employee Well-Being	The disadvantage of this model are: 1) organizational health obviously consists of organizational performance and the employee well-being.	The disadvantages include: 1) the presentation of the model seems quite broad. 2) there is no specification of what dimensions are included in each element. 3) if the model is put into real practice, confusion might occur while measuring organizational health.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
7. Healthy Organization- People Model	1) Increased profit 2) Increased productivity 3) Reduced health and benefits costs 4) Reduced absenteeism	1) Job satisfaction	The advantages of this model are: 1) this model includes organizational performance, such as profit and productivity; 2) it also reflects the organizational performance resulting from distinctly specified elements.	The disadvantages: 1) only one dimension, employee satisfaction, is measured in the aspect of employee well-being; 2) there is a lack of a physical and mental health dimension.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
8. Organization Health Model By National Quality Institute	1) Productivity 2) Attendance 3) High Morale 4) High Retention 5) Creativity 6) Innovation	1) Physical 2) Emotional 3) Spiritual 4) Mental 5) Social	The advantages of this model are: 1) this model clearly covers both organizational performance and employee well-being. 2) organizational performance can be employed to determine the organizational health. 3) employee well-being includes both physical and mental health.	The disadvantage: the dimension of the employee satisfaction is not included in the employee well-being.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
9. Organizational Health Model by David Alman	1) distinct and understandable organizational goals/objectives 2) all organizational working systems 3) leadership and relationships among staff 4) realization of value, belief and organizational standards	1) employees' satisfaction 2) employees' both physical and mental health	1) the model is easily understandable and covers all elements of organizational health 2) the model can be employed to determine the organizational health	The disadvantage is that the model would be much better if the dimension of commitment was included in the employee well-being.

**Table 2.1** (Continued)

Model	Performance Organization	Employee Well-Being	Advantage	Disadvantages
10. Organizational Health Model by Australian Public Commission.	1) Direction 2) Leadership 3) Capability 4) Governance 5) Relationship 6) Culture	1) Job Satisfaction 2) Engagement 3) Physical Health 4) Psychological Health	The advantages of this model are as follows: 1) it is an ideal model 2) it clearly covers both organizational performance and employee well-being 3) the focus is put on either productivity or the reputation of the organization to reflect organizational performance 4) as for employee well-being, both physical and mental health as well as employees' satisfaction are included	The only disadvantage is that the presentation of organizational performance is, at a certain point, probably dependent on employees' satisfaction. Therefore, it is hard to determine which direction model sounds better. Indeed, it mainly involves employees' feelings.

Through the review of literature, concepts and theories including models of employee well-being, there are many factors which contribute to the employee well-being, such as physical and mental health, job satisfaction, employees' commitment, co-operation, trust/respect, rewards and recognition, development of employees' potential, employees' performance, adaptation, morale, society, economy, environment and workload. In addition, each element has been extensively studied by a number of researchers.

Indeed, there are four core elements used in this study: mental health, physical health, job satisfaction and employee commitment, with the last core element having been extensively studied. For example, in the studies by NHS and Well-Being (2009) and Australian Public Service Commission's (2011), the element of commitment is employed in not only in the study but also in the survey of employee well-being (2012).

Therefore, based on the review of literature, concepts, theories and models of employee well-being, all the components of employee well-being are summarized, as illustrated in Table 2.2.

**Table 2.2** Summary of the Elements of Employee Well-Being Based on the Review of Concepts, Theories and Various Models

Model	Physical Health	Mental Health	Job Satisfaction	Employee Engagement	Collaboration	Trust	Reward and Respect	Competence Development	Work Performance	Adaptability	Moral	Social	Economic	Environment	Workload
Huge D. Flanagan and Pual Henry (1994)	✓				✓		✓								
Marcel Brisson (1997)				✓		✓	✓	✓	✓	✓					
Renee.L. Miller et. al (1999)		✓	✓												
Hart and Cooper (2001)		✓	✓								✓				
Imre Lövey and Manohar S. Nadkarni (2003)			✓												
Cotton and Hart (2003)															
IrisWellness (2003)			✓	✓											
National Quality Institute: NQI (2006)	✓	✓													
David Alman (2010)	✓	✓	✓												
Australian Public Service Commission (2011)	✓	✓	✓	✓											

**Table 2.2** (Continued)

Model	Physical Health	Mental Health	Job Satisfaction	Employee Engagement	Collaboration	Trust	Reward and Respect	Competence Development	Work Performance	Adaptability	Moral	Social	Economic	Environment	Workload
Karen Danna and Ricky W. Griffin (1999)	✓	✓	✓												
Dawson et al. (2009)	✓	✓	✓	✓											
Les smith (2006)	✓	✓										✓	✓	✓	
Towers Perrin (2010)	✓	✓										✓			
John Queripel Associates (JQA) (2012)		✓	✓												
Grant et al. (2007)	✓	✓	✓												
Public Health Observatory (2011)	✓	✓													
Nussbaum (2001)	✓	✓													
Sen (1993)	✓	✓													
Canadian Centre for Management Development (2002)	✓														

**Table 2.2** (Continued)

Model	Physical Health	Mental Health	Job Satisfaction	Employee Engagement	Collaboration	Trust	Reward and Respect	Competence Development	Work Performance	Adaptability	Moral	Social	Economic	Environment	Workload
Viv Young and Claire Bhaumik (2011)		✓													
Ryan and Deci (2001)		✓													
Employee Well-Being Survey (2012)		✓	✓	✓											✓
Total	13	17	11	5	1	1	2	1	1	1	1	2	1	1	1

To conclude, the four most frequently studied elements employed in the study of employee well-being in this paper include: 1) physical health; 2) mental health; 3) job satisfaction; and 4) employee engagement.

## **2.3 Concepts, Theories and Research Related to Factors Affecting Employees' Well-Being**

The concepts, theories and research related to factors affecting employees' well-being are reviewed. These factors are Organizational Climate, Work Characteristics, Working Environment, Compensation and Work-Life Balance. The relationship of these influential factors to the well-being of the employees from the review is discussed in detail together with related research.

### **2.3.1 Organizational Climate**

Study of organizational climate emerged in the year 1930 by Lewin (1930). It aimed to explore and explain important changes resulting from personal behaviors and environmental motives. According to Lewin (1930), in attempting to explain psychological climate, some important factors should be considered. These are the goals, motives, desires, and social relationships, such as friendship, conflicts or alienation, all of which are important factors in organizational psychology. Later, Murray (1938) did a study on organizational climate and agreed with Lewin (1930), saying that behaviors are the consequences of relationship between individuals and their environment. He states that the environmental factor, which is an external variable that when combined with internal personal drives will result in a proper combination of desires and motives. Later, Brunswik (1939) proposed a clearer basic concept of organizational climate, emphasizing the impacts of organizational climate on personal behaviors of an individual. Litwin and Stringer (1968) have given a macro perspective for analyzing an organization. According to them, organizational climate can be defined as the perceived attributes of an organization and its sub-systems as reflected in the way an organization deals with its members, groups and issues.

There are, however, some misconceptions regarding the difference between the terms organizational climate and organizational culture. Denison (1990) defines the term organizational culture as the deep-rooted structures of the organization that include value, beliefs, and hypotheses held by the organizational members. On the contrary, organizational climate refers to the environmental features perceived by

organizational members. Rousseau (1990) states that organizational climate can be perceived and verbally described. It can refer to individualized feelings or realizations shown in one's descriptions of the perception and feelings.

To further differentiate the two terms academically, the term organizational climate can simply be described as an individual's perception (what is seen and felt) about the culture in his or her organization. From the definition given by French and Bell (1990), organizational climate is the long-term perception of the members of the organization towards the characteristics and quality of the organizational culture. They differentiate between what is happening (cultures) and the perceptions on those happenings (climate). Moreover, the organizational climate has some features that can be seen or perceived such as structures, rules and leadership patterns. Organizational climate is the perception or feeling towards the observable or perceivable characteristics of the personnel in an organization and it can refer to satisfactions and motivation of the personnel. Their behavior and satisfaction do not directly rely on the leadership patterns or organizational structures, however. In fact individuals perceive the world through different perspectives according to their desires and personalities. Each person's understanding and perception of the world has an influence on his or her behavior and attitudes.

Several other researchers have defined the term organizational climate. Forehand and Gilmer (1964) defined the term organizational climate as groups of characteristics that describe and differentiate one organization from another organization; these characteristics must last for a certain period of time. They must have some influence or effect on the organizational members. Litwin and Stringer (1968) define organizational climate as the perceptions of personnel of an organization regarding its organizational structures, rewards, warmth, and support. They call these organizational climate dimensions. Gibson, Ivancevich and Donnelly (1973) describe the term organizational climate as the social relationships between personnel and the organization and those people related to it. These social relationships might be perceived directly or indirectly and have an important impact upon personnel's behavior. This description was in line with the definition given by Dessler (1976), Steers (1977), Davis (1981), who viewed organizational climate as understanding or perception that an individual has toward the organization he or she

works for. This perception toward their organization can be in different dimensions, such as organizational structures and care, warmth and support from administrative staff. Furthermore, Haimann, Scott and Corner (1978) define the term organizational climate as the environment that affects the personnel of the organization and this climate is constituted by senior staff of the work section. This climate or work environment can be improved to improve satisfaction in accordance with the personnel's needs and desires, and can help increase working efficiency.

There are some researchers who classify organizational climate by its organizational characteristics. Brown and Moberg (1980) state that organizational climate is groups of different characteristics in an organization perceived by the personnel in that organization and these characteristics must be able to 1) describe the environment of an organization; 2) differentiate one organization from another organization; 3) these characteristics must last for a certain period of time; and 4) they must have some influence or effect on the personnel of the organization. This definition is in accordance with the meaning of organizational climate given by Reddin (1988), who maintained that the term organizational climate encompasses several factors that influence the personnel's behavior in the organization and must be able to explain the differences of the organization from others. Cherrington (1994) also explained the term organizational climate as characteristics or beliefs that can differentiate organizations, just as human behaviors do. The organizational climate refers to permanent characteristics of the organization that are influential in regard to organizational behaviors. Chung and Megginson (1981) define organizational climate as insights the personnel have regarding an organization's work structure, personal entities of the organizational personnel, trust, openness and fairness, rewards, reducing dangers and conflicts and mutual support among organizational personnel. Dubrin (1984) explains that organizational climate results from behaviors of the personnel of the organization and is realized directly and indirectly among the personnel. Organizational climate can be used to explain several situations that can put pressure on human behavior in an organization. Shafritz et al. (1988) added that organizational climate is a form of basic belief and attitude that affects the general behavior in an organization. These beliefs have long been held within the organization and can relate to innovations used in routine jobs in the organization such as formal

work patterns, general beliefs, communication and interaction patterns of the personnel, which can affect benefits or promotion in the organization.

To understand organizational climate better, its minor dimensions can be used to explain the characteristics of the organizational climate of different organizations. Forehand and Gilmer (1964) divides the organizational climate into five dimensions as follows: 1) Size and Structure: In general, the bigger the organization, the stronger and more established it is. The administration of a big organization, however, is more goal-oriented with less consideration of individual needs, and this might create dissatisfaction at different levels in the organization. The organizational structure is also important and relates to size of an organization. The bigger the organization, the larger the gap between the administrators and the employees. This makes the employees think that they are not important to the organization. This gap may also result in administration without consideration of individuals in the organization. 2) Leadership Patterns: There are a variety of leadership patterns, such as that in business organizations, hospitals, educational institutions, or the government sector. The behaviors of leaders can be a threat to the organizational climate and directly affect the work and work satisfaction of the workers or employees. 3) System Complexity: Different organizations are different in terms of the complexity of their work systems. This complexity is the amount of interrelationship between each section of the big system. 4) Goal Direction: Different types of organizations have different business goals and directions. Some business organizations may have a goal for higher profits or to please the shareholders. The goals of the government organizations might be to facilitate the public well-being. 5) Communication Network: Good quality communication in an organization is a crucial dimension for success. The communication network of an organization represents not only the network of communication, but also its administrative power and group relationship. The communication network can be a top-down or bottom-up communication, or the parallel communication. The type of organizational communication network also represents the administrative patterns or belief of an organization.

Moreover, Halpin and Croft (1963) proposed eight dimensions of organizational climate consisting of four employee behaviors and four administrator behaviors.

### 1) Employee behaviors

(1) Disengagement is the dimension of feelings of the organizational members towards their co-workers' behavior when they are not allowed to be involved in job planning, therefore resulting in work with no agreement and coordination.

(2) Hindrance is the dimension of feelings of organizational members towards their co-workers' behavior when they are working with inflexible regulations, resulting in a larger amount of work and therefore causing anxiety.

(3) Esprit is the dimension of feelings of organizational members towards their co-workers' behavior when they are happy with their social relationships and enjoy success and harmony in work, resulting in good morale and pride in their work.

(4) Intimacy is the dimension of feelings of organizational members towards their co-workers' behavior when they are working in a friendly and harmonious environment, therefore resulting in good social relationships. This, however, does not always guarantee good work.

### 2) Administrators' behaviors

(1) Aloofness is the dimension of feelings of organization members towards administrators' very formal behaviors with regard to very inflexible rules and rigid regulations without thinking of the feelings of organizational members.

(2) Production Emphasis is the dimension of feelings of organizational members toward administrators' behaviors characterized by close and direct control. They usually use a top-down working direction and are goal-oriented with no regard for feedback.

(3) Thrust is the dimension of feelings of organization members toward the administrators' behaviors that require an inflexible work style with very close control and rigid directions.

(4) Consideration is the dimension of feelings of organizational members towards administrators' behaviors characterized by kindness to their organizational members both in work and private life.

Likert (1967) further proposed eight dimensions of administrators' behaviors constituting a supportive organizational climate. These behaviors are described as follows:

- 1) Leadership style that supports the work of the organizational members
- 2) Motivation in work which supports both the intrinsic and extrinsic motivation of the organizational members
- 3) Communication network, which is facilitative and effective among the organizational members
- 4) Interpersonal and influential communication, which facilitates understanding and trust among the organizational members
- 5) Decision making processes that are decentralized and made in accordance with particular problems and situations
- 6) Work goals and directions that allow involvement of the organizational members in determining the organizational objectives and directions of work
- 7) Control and course of work that is not very rigid and allows for the involvement of responsible workers
- 8) Operational standards and training that clearly state the working scheme and standards and providing training for the employees to meet the set standards.

Several other prominent scholars who have studied organizational climate propose several dimensions as follows:

Litwin and Stringer (1968) explained organizational climate in eight dimensions.

- 1) Structure refers to the employees' realization about the structure of their work, e.g. distribution of work, organizational structures affecting work performance and rules and regulations hindering successful performance.
- 2) Challenge and Responsibility refers to the measurement of perception and understanding of responsibility, success and challenges of work.
- 3) Warmth and Support refers to friendliness and support within the

organization that helps relieve the pressure at work among the employees, particularly for new employees.

4) Reward and Punishment or Approval and Disapproval refer to the procedures of giving rewards or punishment to motivate or encourage workers. When achieving work performance goals, employees will feel more motivated in their work, and this also helps reduce worries of failure among employees. Rewards are used to confirm approval of work performance, while punishment is used for showing disapproval of work performance.

5) Conflict refers to measurement of the employees' perception of how much their organization can tolerate conflict or different points of views.

6) Performance Standards and Expectations refer to the measurement of feelings or perceptions of the employees on the importance, clarity and standards of work performance expected within an organization.

7) Commitment refers to measurement of employee's perception of how valuable they are to the organization, and the feeling of ownership and loyalty to the organization they are working for.

8) Risk and Risk Taking refers to the employees' perception of administrative philosophy in risk and risk taking. Those who seek great success will accept moderate risk and a work environment with a moderate level of risk taking will encourage the need for success among employees.

In this section the related literature regarding the forms and characteristics of organizational climate will be discussed. Halpin and Andrew (1966) described six forms and characteristics of the organizational climate as follows.

1) Open Climate is the environment in which organizational members have good morale in a harmonious work environment with warmth and friendliness. They are proud of their work and their organization. On the administrators' part, they have good leadership, a good personality, are positive role models in work. They do not give too many orders or exert too much control over the organizational work because the employees are disciplined and hard working. Rules and regulations are still necessary but can be more flexible in different situations. Good leaders are not overly goal-oriented but they have a leadership personality that supports a good working environment encouraging achievement at work.

2) Autonomous Climate is an environment in which organizational members are allowed freedom in their work. The employees have good morale in a harmonious work environment with warmth and friendliness. They are pleased with the friendly work environment and there is less competition for success in their work. The administrators support a good work environment and provide help from time to time. The autonomous climate is a little more controlled and the employees may, therefore, not be as happy as those in an open climate work environment.

3) Controlled Climate is the environment in which the administrators are goal-oriented so they have more control over the employees' work performance. The employees have an above average level of morale but with a less harmony in work than the aforementioned types of work environments. The administrators provide help and support for a good work environment but with a controlled working style. Administrators are more goal-oriented in work and inflexible with rules and regulations and therefore have less harmonious relationships with employees.

4) Familiar Climate is the environment in which the administrators and employees have a friendly relationship, while the administrators are less goal-oriented and therefore overlook some orders and rules of work. The employees have an average level of morale but without unanimity in terms of work among co-workers. There are fewer direct and indirect orders and assessment of work from the administrators.

5) Paternal Climate is the environment in which the administrators have a control-oriented administrative style with close supervision of work. Administrators make some effort to have friendly relationships with the employees but without any success because they are not trusted and admired in their leadership quality. Administrators are viewed as bothersome rather than facilitating work. This work environment worsens employee morale.

6) Closed Climate is the environment in which the administrators have no administrative ability, no leadership quality therefore decreasing employees' morale and effort. This is the worst administrator-employee relationship. All the rules and regulations of work are made without any rationale and instead are based on personal-oriented goals. Lack of leadership skills, creativity and kindness of administrators are the main cause of this authoritative work environment.

Litwin and Stringer (1968) divided organizational climate into three types as follows.

1) Affiliation is characterized by a concern for establishing and maintaining close personal relationships with an emphasis on friendship. This can be done by 1) provision for the employees to socialize within a group to develop warm and close relationship among the members; 2) acceptance of job responsibilities assigned by the organization; 3) use of power and authority to alleviate problems and conflicts in work.

2) Control is characterized by a concern for orderliness and can be divided into three dimensions: 1) defining the organization structure in terms of its rules and regulations and operational process; 2) personnel's realization and acceptance of their responsibility; and 3) advice to monitor events and to take corrective action when needed, and a need to display personal power.

3) Achievement is characterized by concern for excellence against standards set by others or oneself; 2) the setting of challenging goals for oneself; 3) awareness of the obstacles that might be encountered in attempting to achieve these goals; and 4) persistence in trying alternative paths to one's goals.

Brown and Moberg (1980) divided organizational climate into four types as follows.

1) Control Orientation is characterized by an authoritative organizational structure and implementation of that authority in decisions on work promotion and rewards for work. There is a competitive atmosphere in the workplace, and the employee-employer relationship is for the purpose of work promotion.

2) Role of work Orientation is characterized by an emphasis on work goals. Competition in work is in the organization's policies and regulations. This organizational climate focuses on organizational strength and stability

3) Goal Orientation is characterized by an emphasis on achievement for work. Most of the power and authority is utilized for the achievement of the organization. Organizational policy or rules and regulations are not important nor needed if they do not help to achieve the goal of work.

4) Human Resources Orientation is characterized by an organizational emphasis on satisfaction and the expectations of organizational personnel.

In addition to the approaches of organizational climate reviewed in the previous section, several studies have been conducted to study the well-being of organizational employees. Wilson et al. (2004: 571) conducted a study on Work characteristics and employee health and well-being: Test of a model of healthy work organization. The sample of the study was 1,130 employees of the retail shops in the southeastern part of the USA. Results show that organizational climate is an important factor to generate good attitudes and work satisfaction of the employees. Cooper and Cartwright (1994) state that the organizational climate in terms of relationship among foremen, co-workers and workers was a very influential factor to the well-being of the workers. Poor relationships and lack of effective communication worsens the quality of life and reduces the work satisfaction of the employees. The same results were also found in a study by Blanchard (1993) stating that bad bosses who act unpredictably and unreasonable toward employees affects employees' health, making them depressed. CIPD (2012: 5) also found that a good relationship between bosses and workers brings about the well-being of the workers. Good bosses can empower the workers' quality of work and their well-being. Friendly relationships in the workplace are an essential factor for quality work (Bevan, 2010: 3).

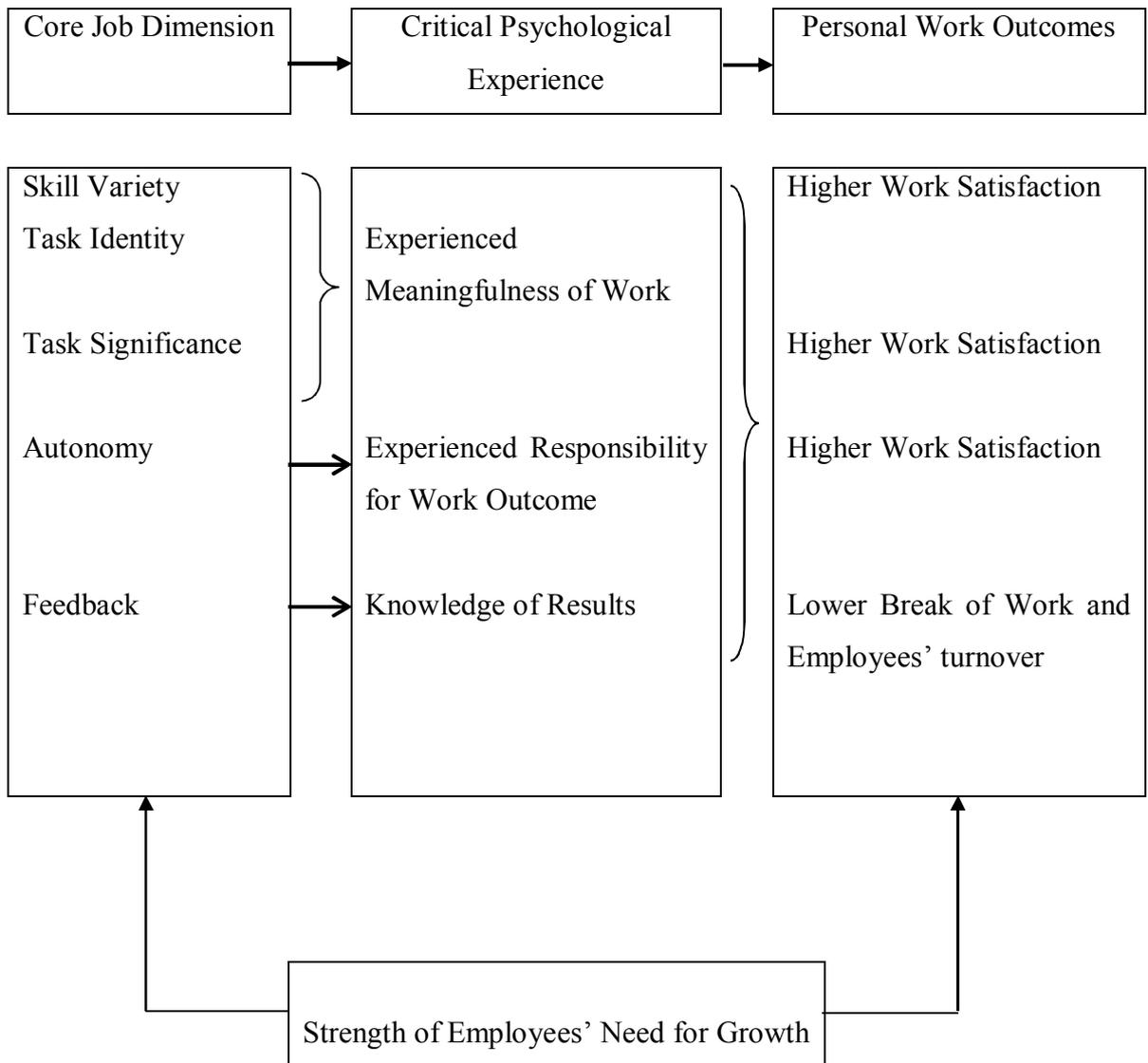
A study by Sauter et al. (1996) tested two causal factors of organizational climate on employees' well-being: performance outcome and employees health and work satisfaction. The results showed that organizational climate affects the employees' health and work satisfaction. Peterson and Wilson (2002) also found that the health and well-being of employees are the result of a good organizational climate (NIOSH, 2002).

Neal et al. (2004) concluded that the climate of an organization can be divided into the physical environment including policy, practice and work procedures of the organizations and its social environment, which includes employer's support, administrative awareness, and freedom in work. The organizational climate is the most influential factor for the workers' health and well-being. Similarly, a good organizational climate brings about work motivation and increases effort. Graham et al (2003) conducted a study on "Correlates of Employees' Perceptions of Healthy Work Environment". The sample of the study was 2,500 home workers. The results showed that a good organizational climate results in the good health and well-being of the

employees. Similar findings were also seen in a study by Flanagan and Henry (1994: 23).

### **2.3.2 Work Characteristics**

Hackman et al. (1977) explains that good work characteristics need to fulfill three psychological needs. These psychological needs for employees include: 1) having meaningful experience in work, 2) having work responsibility and 3) getting feedback on work results. This fulfillment in work will result in work motivation and satisfaction. Hackman and Oldham (1980) described how work characteristics contribute to the personal work outcome of an employee, which includes motivation, satisfaction and success in work. Hackman et al. (1977) proposed Factors of Good Work Characteristics encompassing the five core job characteristics: skill variety, task identity, task significance, autonomy and feedback reflected from critical psychological states as recognition of job responsibilities and job outcomes. This has an impact on better quality work outcomes and reduced personnel turnover as shown in Figure 2.15.



**Figure 2.15** Factors of Good Work Characteristics

**Source:** Hackman et al., 1977.

From the model of Factors of Good Work Characteristics, the five core jobs dimension in part 1 have an influence on the critical psychological states of the employees in part 2 and will consequently lead to the personal and work outcomes of the employee in part 3.

Part 1: Core Job Dimension includes five work characteristics that help initiate job motivation among employees:

1) Skill Variety is characterized by different skills and capabilities in work for different work and responsibilities in an organization. Personnel with skills and capability in more difficult work will get a higher salary.

2) Task Identity is characterized by how much of an attempt is put toward accomplishment of work from the beginning until the end of the work process.

3) Task Significance is characterized by the levels of importance and influence of the work on both organizational personnel and other people outside the organization.

4) Autonomy is characterized by freedom in decision making, planning and the working procedures an employee has in his or her work.

5) Feedback is characterized by how much work feedback the employee gets on the results his or her work.

Part 2: Critical Psychological States encompass three work characteristics:

1) Experienced Meaningfulness of Work is characterized by the levels of realization of an employee about the importance of his or her work. This can be decided by the variety and significance of the job of his or her responsibility.

2) Experienced Responsibility for Work Outcome is characterized by the levels of realization of an employee about autonomy in his or her work. This can be decided by the freedom or autonomy the employees have on the job of his or her responsibility.

3) Knowledge of Results is characterized by the levels of realization of an employee about the feedback on the results of his or her work.

In fact, it can be said that the five work characteristics in part 1 are influential factors for the abovementioned critical psychological states of organizational personnel.

Part 3: Personal Work Outcomes are in accordance with the psychological state of the personnel as described in part 2. The results of work can be characterized by the following work-related outcomes: 1) higher intrinsic motivation, 2) better work outcome, 3) positive work satisfaction, and 4) less work leave and a lower personnel turnover rate.

Good Work Characteristics that can motivate employees encompass eight characteristics:

1) Job Enrichment is characterized by an increase of job responsibilities and challenges in terms of engagement, interest and the goals of work of the employees.

2) Job Rotation is characterized by a variety of work and responsibilities to avoid boredom and habitual routines.

3) Management by Objective is characterized by changes in work responsibilities, which will help activate interest and engagement in the job.

4) Job Participation is characterized by the participation of employees in administrative decisions and procedures, which will result an increase of motivation and effort in their jobs.

5) Achievement is characterized in an increase of the more challenging goals and responsibilities of work, which will increase interest and pride in work achievement among the employees.

6) Growth is characterized by fair opportunities for advancement for employees in regard to promotions, work experience and educational advancement in their jobs.

7) Acknowledgement is characterized by recognition of work achievement and granting promotions according to achievement.

8) Responsibility is characterized by assigning clearly stated duties of work that can be evaluated properly according to quality.

Several experts have investigated good work characteristics that directly affect employee well-being and these are reviewed in this part. Coats and Lekhi (2008) found that the important work factors promoting employee well-being encompass quality improvement, autonomy, and freedom in job and responsibilities. Cooper and Marshall (1976) found factors of work quality including work safety, workload, work shifts, work hours, location of work, and technology utilized in work contribute to the well-being of the employees. Greenberg and Baron (2000) explained good work characteristics as the design of quality work encompassing five dimensions of skill variety, task identity, task significance, autonomy and feedback can generate employee well-being. Wilson et al. (2004: 571-573) divided work characteristics into two categories of job design and job future. Job design is characterized by work load, work autonomy, work context, work identification, work environment and work

schedule. Job future is characterized by quality of work, such as work security, work equity, work flexi-time and learning opportunities, which have a great influence on work-life balance of the employees.

Investigations into the interactive effects of work characteristics and the employees' well-being have been conducted in a few studies. Among these are Cox and Howarth (1990), and Dejoy and Southern (1993), who conducted research on job characteristics and personnel health. They included the factor of organizational context as one factor of work characteristics. The findings showed that the use of technology in work together with organizational social and physical environment had significant effects on both employees' and organizational health. De jonge and Schaufeli (1998) conducted a study on good work characteristics needed among healthcare personnel of 1,437 nurses and nurse assistants. The findings showed the factors affecting good work characteristics for the subjects of the study were job autonomy, workplace social support, and job demands. The factors affecting the employees' well-being were job satisfaction, job anxiety, and psychological fatigue.

Hackman and Oldham (1975) conducted a study on the internal motivation of 658 employees from seven organizations. The results showed that the design of work had a significant effect on the employees' job behaviors and directly influenced their performance. Together with this finding, it was suggested that work design should be done progressively from the easiest to the most difficult in nature. Work design entails four stages: job simplification, job enlargement, job rotation and job enrichment (Schermerhorn, 1996).

Moreover, Grant et al. (2007: 52) postulated that not only is work design needed for the well-being of employees, work redesign is even more necessary. Work redesign can be done by assigning more value and challenging work; this will promote job satisfaction and therefore well-being of the employees. Likewise, research has indicated that work design is the most effective way to provide work safety and increase work health, resulting in overall job satisfaction (Fleming and Lardner, 1999; Cohen and Margolis, 1973; Smith et al. 1978 and Hofmann et al. 1995).

Several studies have been conducted to explore the relationship between work characteristics and the well-being or mental health of organizational personnel (Annet

H. et al., 2004; Kalimo et al., 2003; De jonge et al, 2001; and Edward, 1998). Research findings have revealed the direct effects of good work characteristics on the general well-being and mental health of the employees.

### **2.3.3 Work Environment**

Moos (quoted in Sivaporn Lengpiboon, 2006) defines working environment as several factors surrounding work such as engagement, social relationship among co-workers, supervision of work, work line, work autonomy, work pressure and other physical environments of work. Work environment was explained as the surrounding factors of the work such as work conditions, work hours, work security, work advancement, and communication in work (Pong Horadarn, 2008). Work environment is also explained as the physical surroundings of workers or employers such as their senior workers, supervisors, colleagues, machines and equipment, air, light, sound, vibration, dust, and chemicals (Charuaypon Torranin, 1996; Sakunnaree Kakaew, 2003; Yaowalug Gulphanich, 1990).

Several researchers divide working environment using different criteria. Gilmer (quoted in Suchada Sisuwan, 2003) divides working environments contributing to work efficiency into the 10 factors that constitute a good working environment. These factors are listed and described in detail as follows.

- 1) Security is characterized by security in work, fairness from employers, and warmth and safety in work, particularly for operational workers.
- 2) Opportunity for Advancement is characterized by chances for being fairly promoted, being acknowledged for success at work, and support in educational advancement or pertinent training.
- 3) Organization and Management is characterized in organizational structures, policy, directions and regulations in work, prominence of the organization, and the operational procedures of the organization.
- 4) Wages are characterized reasonable and fair salaries for the quality of work.
- 5) Intrinsic Aspects of the job are characterized by the perception of the value of the work done with pride and integrity.

6) Supervision is characterized by clarity in job responsibilities and good job supervision from senior workers or employers. Good supervision in work can cause satisfaction or dissatisfaction in work. Bad work supervision can cause higher employee turnover rates.

7) Social Aspect of the Job is characterized by a good social environment in group work, realization of job responsibilities, efficient and intelligent work groups, acceptance and harmony in group work.

8) Communication is characterized by good organizational communication in terms of news about organizational development and advancement and information on the organization's current and future plans, information on work lines, policy and work procedures and other news related to the organization and personnel.

9) Working Condition is characterized by the physical work environment such as hygiene, order and regulations of work, safety, good equipment for work, good ventilation, no noise disturbance, good lighting, suitable work hours, and the provision of canteens, car parks and gymnasiums.

10) Benefits is characterized by extra facilities and welfare gained from work such as pensions, providence funds, annual leave, and healthcare coverage apart from regular pay or salaries.

Moos (quoted in Ratkampol Punpeng, 2004.) divided work environment into 10 types.

1) Involvement is characterized by the need for participating in work, chances for suggesting and sharing ideas at work, being accepted as part of the work team, and chances for sharing knowledge, skills and experience in work.

2) Support is characterized by assistance in work from colleagues and bosses, which can support and hinder efficiency in work.

3) Spontaneity is characterized by chances for expressing self needs and opinions regarding work.

4) Autonomy is characterized by freedom in work, chances for initiative and responsibility and success in the assigned jobs.

5) Practical Orientation is characterized by chances for getting advice, supervision and training for success in work or work skill development.

6) Personal Problems Orientation is characterized by advice and assistance in personal problems and needs from bosses. Employees are encouraged to express the need for help.

7) Anger and aggression is characterized by expressing ideas openly, with different ideas from those of co-workers or bosses allowed and encouraged.

8) Order and Organization is characterized by organizational rules and regulations that are reasonable and acceptable to employees.

9) Program Clarity is characterized by clarity and understanding in regard to job descriptions and responsibilities for work efficacy.

10) Staff Control is characterized by forms of line and control of work, which facilitate job efficiency.

Schultz and Schultz (1994) divided work environment into three areas:

1) Physical Working Condition entails actual facilities that are provided such as location of work, offices, car parks in addition to other factors that facilitate work conditions such as light, noise, temperature, ventilation and humidity and others.

2) Temporal Working Condition entails work time such as work hours, work shift, flexi-work hours, and temporary leave.

3) Psychological and Social Working Condition entails the nature of work, design of work and its effect on work conditions and work achievement.

Pong Horadarn (2008) focused on industrial working surroundings, describing three types of working conditions:

1) Physical Conditions of the work environment that can contribute to success or problems in work are sound, light and color. Sound in industrial workplaces can reduce efficient communication and consequently hinder work efficacy and increase work errors and accidents. Pleasant color is another important factor in the workplace that can influence work environment and therefore promote work outcomes. Suitable temperature in the workplace is another important factor facilitating work efficacy. Finally, other physical conditions facilitating the work environment include provision of canteens, restrooms, resting and recreation areas, car parks and work facilities.

2) Psychological Condition of the workers such as fatigue, both physical and psychological, can cause poor work outcome, accidents, work leave or even absenteeism, all of which result in the poor performance of the organization.

3) Working Condition in Work Safety is an important factor in all jobs. The organization must have strict safety rules and provide safety apparatuses and training programs to secure work safety for all work units.

Kanda Janyam (2003) suggests seven physical working conditions for a good workplace environment:

1) Light: There must be a sufficient amount of lighting in the work area. Too bright or too dim lighting can cause eye tiredness and therefore result in low productivity.

2) Temperature: Too much heat or humidity and bad ventilation can affect productivity in the same way light does.

3) Noise: Too much noise in the workplace can reduce concentration in work and therefore reduce productivity.

4) Music: Light and soothing music can enhance ability in work.

5) Hours of work: The working hours of 8 hours a day or 40 hours a week was found to be the most effective work times.

6) Break time: A few short breaks in work time can help relieve fatigue and refresh employees during long hours of work.

7) Work Safety: The organization should set work safety as its priority in their work environment. Workers must not work in risky surroundings.

University of Reading (2008: 1-2) proposed that a good working environment takes in to account the well-being of workers, both physically and mentally. All work facilities must meet the working condition standards required by the Chartered Institute of Personnel Development; CIPD (2012) indicated that organizations must provide work environments that keep the employees in good health, in high spirits and motivated to work more effectively, which will reduce the employee turnover rate.

In conclusion, good working conditions are a very important factor that can lead to a satisfactory work outcome. According to the Two Factor Theory proposed by Herzberg, (1959 quoted in Udom Thumkosit, 2005), working conditions are the supporting factor for work motivation, leading to better work. Without good working

conditions, or with unsuitable or unsupportive working condition, there will be dissatisfaction in work, which will decrease the productivity of the business or organization.

#### **2.3.4 Compensation**

Mondy (2008) defined compensation as all types and the total earnings employees gain for their work. The earnings can be in the forms of wages, salary, bonuses, or lump-sum payments. It can be monetary or non-monetary such as services or any kind of benefits.

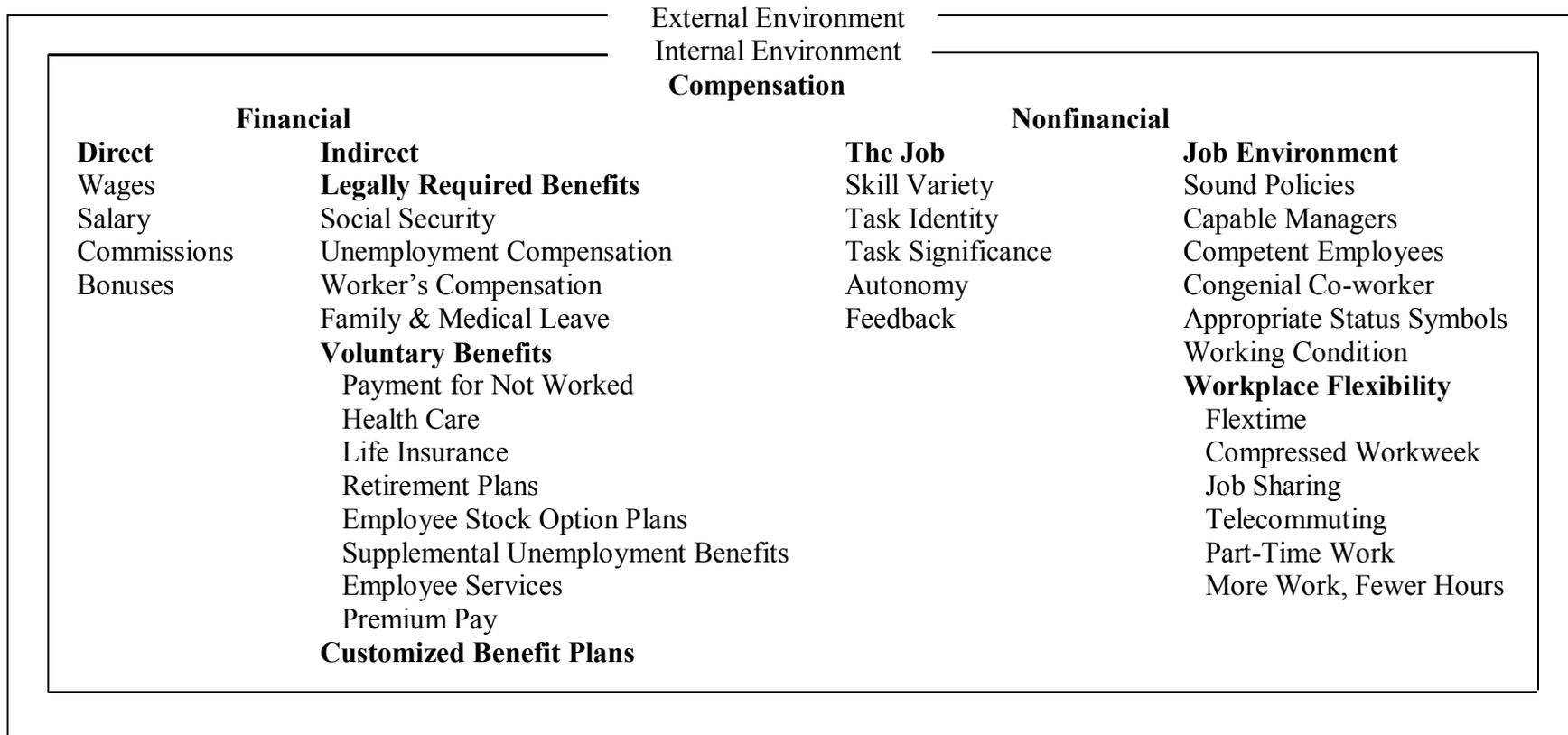
At present, most organizations have a variety of compensation schemes. Most are based on fairness, satisfaction and equality. All the forms or types of compensation together are called total compensation, which includes both financial and non-financial compensation.

1) Financial Compensation refers to payment in money. This financial payment can be divided into direct financial compensation, such as wages, salary, bonus, sales commission; meanwhile, indirect financial compensation includes such benefits as health, life or accidental insurance, health coverage, provident funds, education fees for children and day-off payments.

2) Non-financial Compensation refers to things, benefits or services given to the employees by the organization that facilitate their work or increase their work satisfaction. Non-financial compensation can be defined according to the employees' satisfaction.

(1) The job itself – the characteristics of the job that are satisfactory, i.e., interesting and challenging, with opportunities for advancement.

(2) Job environment – the environment of the job that is satisfactory to the employees refers to the corporate environment, such as fair compensation policy, equity in job evaluation and an effective administrative network.



**Figure 2.16** Total Compensation

Source: Mondy, 2008: 242.

Milkovich et al. (2011) defined the term compensation as all forms of payment, both financial and nonfinancial, for services or benefits, given to employees as a part of employment. Gomez-Mejia, Balkin and Cardy (2004: 328) defined compensation as the employee's total earnings, which include firstly the base compensation that is the basic income such as salaries, and wages.

Milkovich et al. (2011) have divided work compensation into two types: cash compensation and benefits.

1) Cash Compensation refers to payment in the form of cash, which can be divided into four types.

(1) Base Compensation is paid for the minimum requirement for the quality of work done. This will be in the form of wages or salary at the same rate for all qualities of all employees without considerations of outside factors.

(2) Merit Pay or Cost of Living Adjustments is paid for the work quality plus other relative factors such as cost of living or inflation.

(3) Incentives refer to payment on the agreed conditions of work so as to motivate work quality. This is onsite payment, which does not involve long-term payment.

(4) Long-term Incentives refer to payment for the long-term effort and work quality of the employees. This may entail distribution of free or special prices of company shares.

2) Benefits refer to indirect payments the organization makes to their employees. This type of payment can be divided into three types:

(1) Income Protection refers to benefits given to the employees to guarantee their earnings during a period of unemployment, such as health insurance, retirement or provident funds and other types of social welfare, some of which are induced by law.

(2) Work-Life Focus refers to work compensation that is given to encourage a balance between work and living, such as holiday pay, health and financial consultation programs, child and elderly care, and flexi work hours.

(3) Allowance includes other payments for work outcome such as transportation or accommodation fees. Allowances may also be given in non-monetary form such as promotions or acknowledgement, relational returns (having

good relationships with bosses), recognition and status, challenging work, employment security and learning opportunities.

The second type of compensation is pay incentives, which are rewards employees receive for good or satisfactory work. This can be in the form of bonuses or profit sharing. The last type of compensation is benefits, which is also called indirect compensation such as insurance and unemployment coverage.

At present, the rates of payment are used as the criteria for an organization to attract qualified workers to their business. It must be admitted that a corporation that can offer more attractive compensation will be able to hire more proficient employees for their business. Compensation schemes are therefore very important for business competition. From the review of the literature of compensation, the researcher summarizes the principle factors for adjusting the compensation program into four broad areas of cost of living, equity or fairness, the organization's ability to pay and other factors related to compensation. These criteria are categorized as follows.

1) Compensation based on cost of living adjustments is characterized on the notion that compensation should be sufficient for the cost of living of the employees and their family. The existing cost of living needs to be considered in adjusting the compensation scheme of an organization. Individual employees have different needs, so the compensation might vary according to these individual needs.

2) Compensation on an equity basis is the concept of "Equal Pay for Equal Work" in general. This criterion of payment may have some limits in some areas of work or industries; however, higher compensation may be offered for jobs that lack manpower than for other jobs that have plenty of workers. Equity in compensation can be further divided into three types as follows.

(1) Internal Equity Compensation refers to the compensation given to employees according to the responsibilities and difficulty of jobs done when compared with the work of other employees in the same organization. This type of compensation is usually characterized as "Equal Pay for Equal Work" across all jobs in the same organization (Byars and Rue, 1997: 536).

(2) External Equity Compensation is compensation given to employees in an organization when compared with that given to employees in other

organizations. This type of compensation is usually dependent on the workforce market and the demand and supply of the workforce in certain areas of business.

(3) Individual Equity Compensation is the payment offered to individual employees due to achievement in their jobs. This compensation is paid fairly to individual employees based on their ability and job experience.

3) Compensation based on the ability to pay is given to employees depending on a company's performance. This type of payment might be limited by the competitiveness of the organization (Milkovich et al., 2011). Individual businesses have different levels of business performance. A well-established organization can offer higher compensation due to higher revenue and profits, and they therefore can hire more proficient employees for the provision of better work performance. There are some businesses that have an ability to pay 20-25% higher than others but in reality most of them offer very similar compensation for the same type of jobs (Kingporn Thongbai, 2010: 48).

4) Compensation based on other criteria, which include the following.

(1) Balanced Compensation is payment that is based on the balance of several factors in the organization. One is the balance between expenses for human resources and expenses in other areas. Another is the balance between direct payments and indirect payments and the balance between the work done and compensation gained.

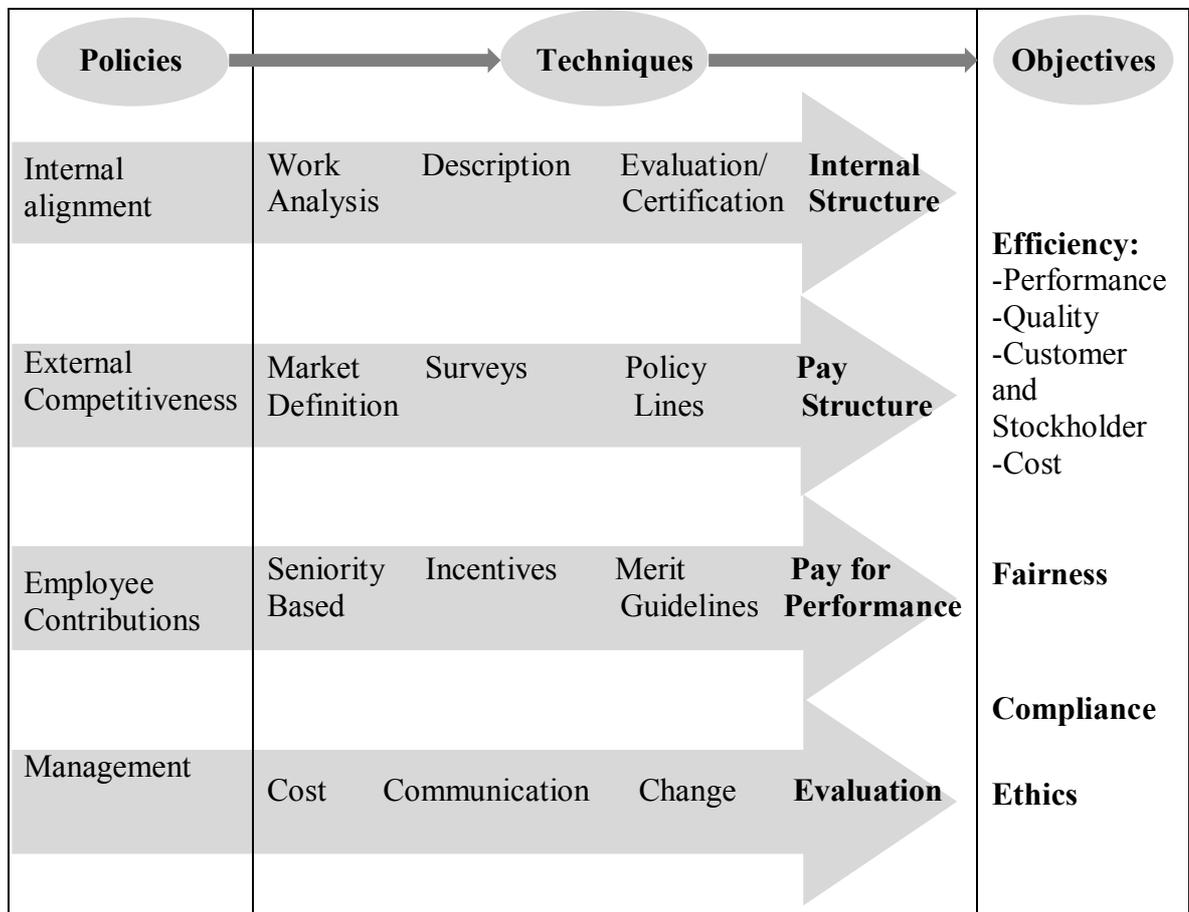
(2) Security Compensation is payment that is based on security of the life of the employees. Those who do job risky jobs will be paid more or offered extra benefits such as life, health or accident insurance to compensate for the risks.

(3) Incentive Compensation is payment that is offered to increase employees' motivation in work, therefore leading to a better performance both in quantity and quality. Most of these incentives can be in the form of bonuses, diligence benefits or other kinds of motivated remuneration schemes.

#### 2.3.4.1 A Pay Model

The pay model shown in Figure 2.17 serves as the framework for examining current pay systems. It contains three basic building blocks: policies that form the foundation for the compensation system, the compensation objectives, and

the techniques that make up the compensation system. The objectives that drive the system will be discussed first.



**Figure 2.17** A Pay Model

**Source:** Milkovich et al., 2011.

### 1) Compensation Objectives

Pay systems are designed to achieve certain objectives. The basic objectives shown in the right column include efficiency, fairness, ethics and compliance with laws and regulations. Efficiency can be defined more specifically as improving performance, increasing quality, delighting customers and stockholders and controlling labor costs.

Different businesses will have different compensation objectives. For example, a business in medical technology that pioneered cardiac

pacemakers may have compensation objectives emphasizing performance, business success, minimizing fixed costs and attracting and energizing top talent. Meanwhile, a business in organic and natural foods that has a commitment to offering the highest quality and least processed foods as a shared responsibility may state that its first compensation objective is to increase shareholders' value.

Fairness is a fundamental objective of pay systems. The fairness objective calls for fair treatment for all employees by recognizing both employee contributions (e.g., higher pay for greater performance, experience, or training) and employee needs (e.g., a fair wage as well as fair procedures). Procedural fairness refers to the process used to make pay decisions. It suggests that the way a pay decision is made may be as important to employees as the results of the decisions.

Compliance as a pay objective means conforming to state compensation laws and regulations. If laws change, pay systems may need to change as well in order to ensure continued compliance. As companies go global, they must comply with the laws of all the countries in which they operate.

Ethics is an important component within payment objectives. Ethics need to take fairness into account and comply with laws and regulations. Having ethics means the organization cares about how its results are achieved. The terms "Key Behaviors", "Our Values" and "Codes of Conduct" of one corporation reflects its ethics. Because ethics are so important, it is inevitable that managing pay sometimes creates ethical dilemmas. Manipulation of results to ensure executive bonus payouts, offering just enough pay to hire new staff while ignoring the relationships to coworkers' pay and shaving the hours recorded in employees' time cards are common examples of ethical lapses in an organization.

Objectives serve several purposes. First, they guide the design of the pay system. If an objective of FedEx is to increase customer satisfaction, then incentive programs and merit pay might be used to pay for performance. Meanwhile, 3M's objective is to develop innovative new products, job design, training, and team building may be used to reach this objective. The pay system aligned with this objective may include salaries that are at least equal to those of competitors (external competitiveness) and that go up with increased skills or knowledge (internal alignment). Objectives can also serve as the standards for judging the success of the

pay system. For example, if the objective is to attract and retain the best and the brightest skilled employees but they are leaving for higher-paying jobs elsewhere, the system may not be performing effectively. Although there may be many non-pay reasons for such turnover, objectives provide standards for evaluating the effectiveness of a pay system. In summary, there are several different pay objectives for different types of business. A corporation that has different lines of business may have different pay objectives for different business units. All core payment objectives, however, must meet the corporation's overall objectives.

## 2) Four Policy Choices

Every employer must address the policy decisions shown on the left side of the pay model: Internal alignment, External competitiveness, Employee contributions, and Management of the pay system. These policies are the foundation on which pay systems are built. They also serve as guidelines for managing pay in ways that accomplishes the system's objectives.

### (1) Internal Alignment

Internal alignment refers to comparisons among jobs or skill levels inside a single organization. Jobs and people's skills are compared in terms of their relative contributions to the organization's business objectives. Internal alignment pertains to the pay rates, both for employees doing equal work and for those doing dissimilar work. Among the key challenges facing managers, however, is determining what an appropriate difference in pay is for people performing different work.

Pay relationships within the organization affect all three compensation objectives. They affect employees' decisions to stay with the organization, to become more flexible by investing in additional training, or to seek greater responsibility. In fact, internal pay relationships indirectly affect the capabilities of the workforce and hence the efficiency of the organization. Fairness is affected through employees' comparisons of their pay to the pay of others in the organization. Compliance is affected by the basis used to make internal comparisons. Paying on the basis of race, gender, age, or national origin is illegal in the United States, for example.

### 3) External Competitiveness

External Competitiveness refers to pay comparisons with competitors. Many organizations claim their pay systems are market-driven, that is they are based almost exclusively on what competitors pay. In practice the term market-driven is used in different ways. Some employers may set their pay levels higher than their competitors to attract the best applicants. What the appropriate market pay should be depends on several considerations. To go global in business, the international pay rates must be considered. The pay of software engineers in New Delhi may influence pay for engineers in Silicon Valley or Boston in the age when the workforce can be easily transferred.

External competitiveness decisions, both in terms of how much and in what form, have a two-fold effect on objectives: to ensure that the pay is sufficient to attract and retain employees and to control labor costs so that the organization's prices of products or services can remain competitive in a global economy.

### 4) Employee Contributions

The emphasis placed on employee contributions is an important policy decision since it directly affects employees' attitudes and work behaviors. How much emphasis should there be on paying for performance? Should one programmer be paid differently from another if one has better performance or should there be a flat rate for programmers? For external competitiveness, managers need to know what mix of pay forms – base, incentives, stock, and benefits – their competitors use in comparison to the pay mix they are using. The external competitiveness and employee contribution decisions should be made jointly. Obviously an above-market compensation level is most effective and sustainable when it exists together with above-market employee contributions to productivity, quality, customer service, or other important strategic objectives.

#### (1) Management

Management means ensuring that the right people get the right pay for achieving the right objectives of the company. Competent management is very important in the compensation system. Although it is possible to design a pay system that is based on internal alignment, external competitiveness, and employee

contributions, competent management is required to ensure achievement of the business's compensation objectives.

The views on compensation management have changed dramatically. Compensation design and management has recently become more strategic by managing pay as part of the business. Effective compensation management has two essential roles in controlling costs and evaluating consequences of pay. The impact of pay decisions on expenses might be easily measured and well understood. But other measures, such as pay's impact on attracting and retaining the right people, and engaging these people productively, are not yet successfully used in the management of compensation.

#### (2) Pay Techniques

The remaining portion of the pay model in Exhibit 1.5 shows the techniques that make up the pay system. Techniques tie the four basic policies to the pay objectives. Uncounted variations in pay techniques exist ranging from internal structure, pay structure, pay for performance to evaluation.

In conclusion, compensation is an important factor for improving the lives of employees and creating a better company. Grant et al. (2007: 55) found that incentives responding to employee's needs, both financial and nonfinancial, can increase the motivation of employees for a better work outcome. The real purposes of incentive compensation are to exchange for more quality in work (Eisenhardt, 1989; Gerhart and Rynes, 2003). The incentive compensation can also increase work satisfaction; employees expect more benefits or higher compensation for their effort put to work (Eisenberger et al., 1999; Smith et al., 1992). Moreover, according to the Expectancy Theory, if the employees increase their work in quality and quantity, they should be rewarded for that work and it should be a valuable reward (Van Eerde and Thierry, 1996). The Equity Theory also emphasizes fairness in compensation for the equal work for every employee (Adam, 1965).

#### **2.3.5 Work-Life Balance**

There has been an increasing interest in work-life balance in recent years. The term work-life balance is defined differently in terms of the separation of the life at

work and life at home of employees, flexibility of work hours and improvement of work environment.

The Work-Life Balance Network of The UK defines the balance of life and work as “the balance relationship between commitments in work and other commitments in life and available alternatives.”

The State Service Commission of New Zealand defines the balance of life and work as “the interrelationship between work for living and other activities in such roles as the family members, social activities and other self-development activities of employees.”

The Alliance for Work-Life Progress of the US defines the balance of life and work as “operational plan, policy, work scheme, program and philosophy planned by the organization for the accomplishment of the employees in their work life and home life.”

The Office of the Civil Service Commission of Thailand defines the balance of life and work as “the proper distribution of time proportionally between work, family, society and personal needs” (Panupark Pongapichat, 2006).

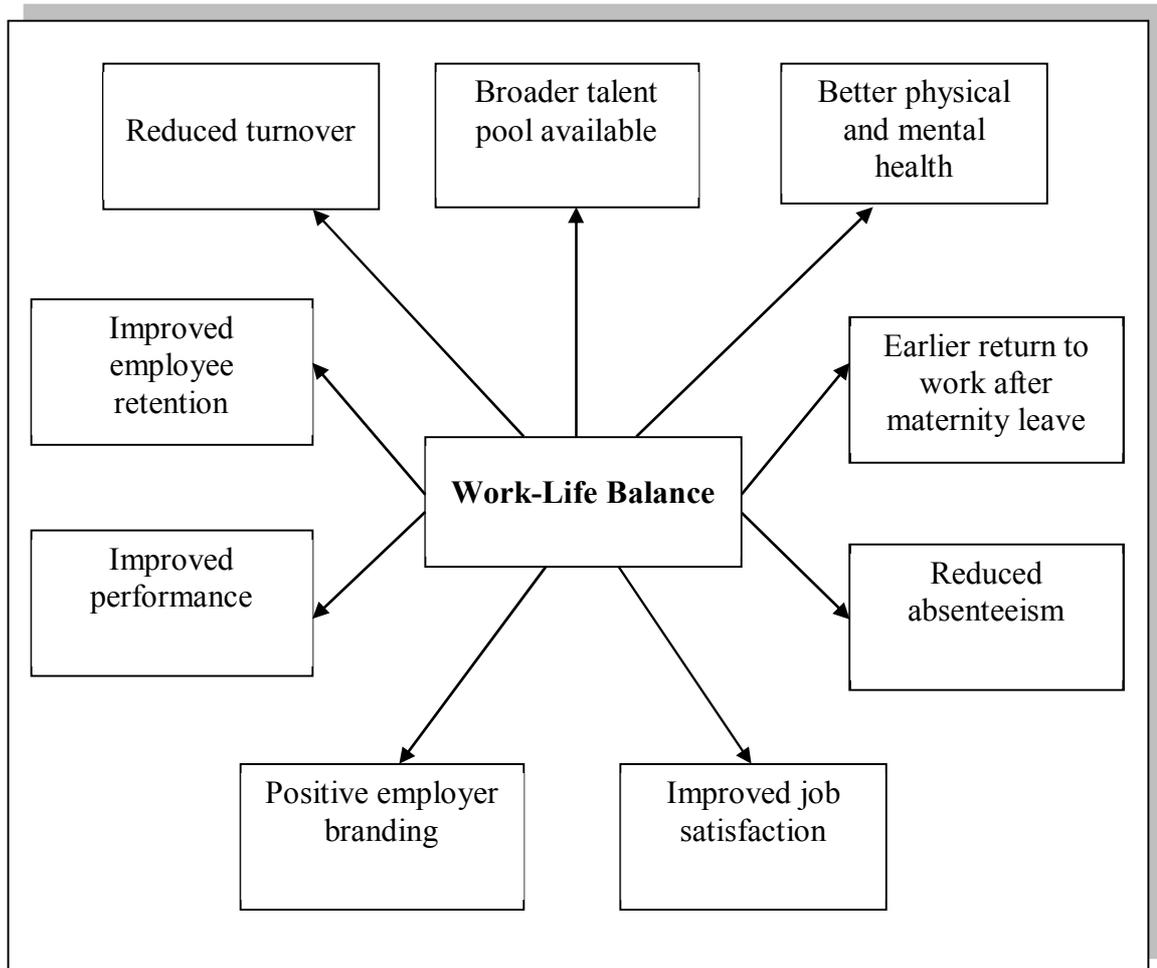
Kasemsit Kaewkittikun (2008) added that balance of work and life is not a fixed proportion of 50/50 percent of work and other activities in life because an individual has different types of work. Their way of living and priorities in his or her life are also different.

The Department of Labor of New Zealand (2006 quoted in Jutaporn Noobute, 2011) defines the term work-life balance as the effective management of work time and other important activities in life, such as family and social activities as well as personal leisure activities.

Frone (2003, quoted in Jutaporn Noobute, 2011) defines work-life balance as the person’s recognition of a variety of roles and responsibilities he or she has, e.g. social, religious, and family roles.

Indeed, work-life balance is a kind of personal success leading to pleasant living (Jones, Burke and Westman, 2006; Hudson Highland Group, 2005). Work-life balance is a necessary and important factor for employees making changes or adapting their behaviors and ways of thinking. It is particularly important for every business and organization to design and adapt their management and administration to

support the employee's satisfaction in their work as this will enhance their capacity and proficiency. Good management of work-life balance will help retain good personnel, reduce employee turnover rates and therefore save on employment expenses (Jamnien Joungrakul, 2009). Moreover, good management of work-life balance facilitates the management of diversity of personnel in the organization, including fostering the growth of family structure, diversity between employers and employees, as well as chances for advancement in work and work environment. (Lockwood, 2003). In fact, work-life balance brings about several benefits for the organization (Figure 2.18).



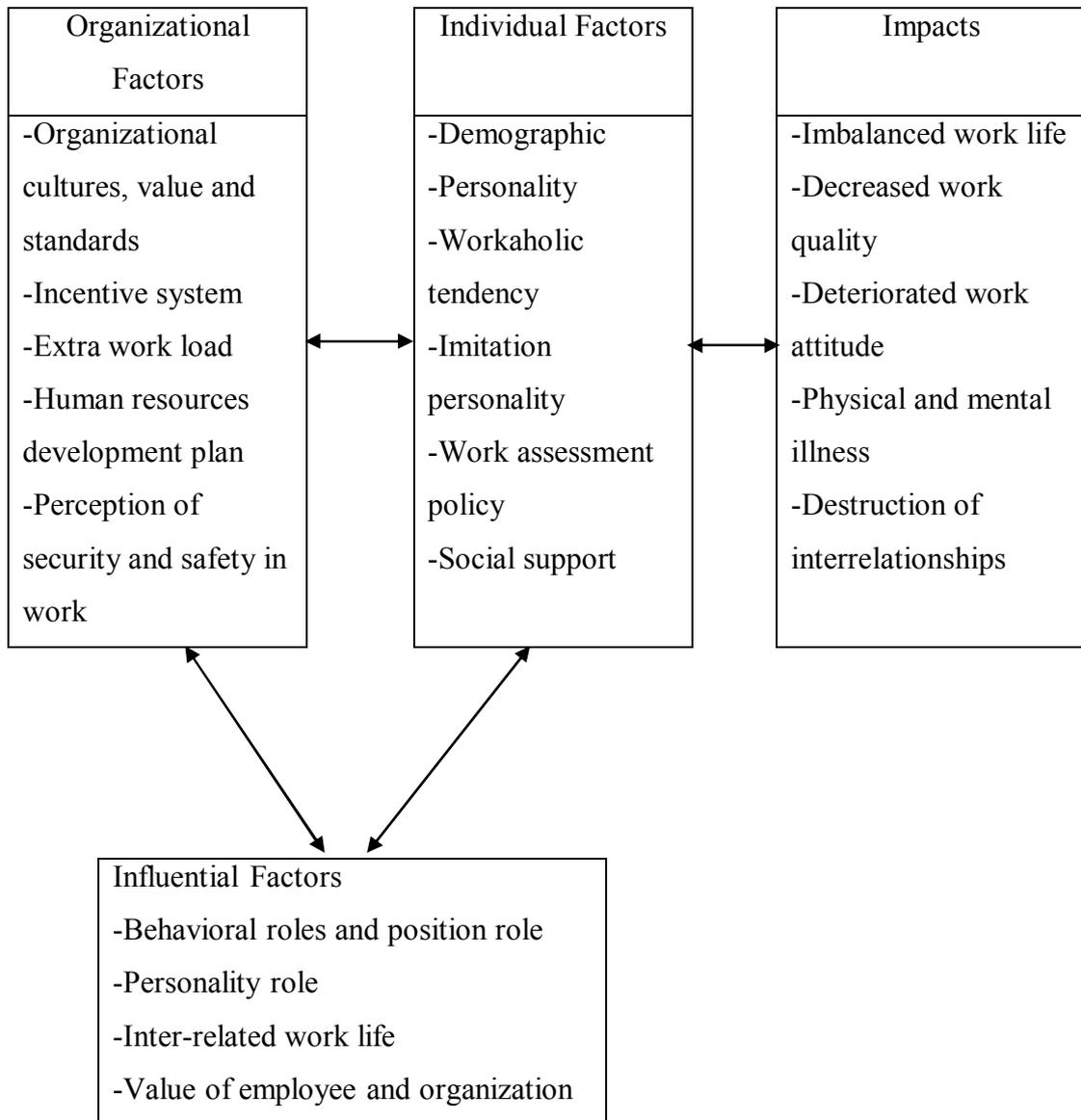
**Figure 2.18** Benefits to Employers and Employees in Providing and Supporting Employee Work-Life Balance

**Source:** Hudson Highland Group, 2005.

Figure 2.18 shows the benefits that both parties, the employers and employees, gain from the good management of work-life balance. For the employees' part, it helps increase work satisfaction and motivation. They feel a sense of equity in work and that induces psychological contentment. The employees feel happy with their job, knowing that apart from work they have time to do other activities of personal interest. These can be social, cultural, religious, academic or volunteer activities. Work-life balance also helps reduce conflicts between workers or employees in different age groups, leading to good understanding and happy relationships among

the employees and their families. The benefits of work-life balance to the organization are that it helps facilitate communication and coordination between management and employees. It also motivates workers and increases productivity among employees. Work-life balance makes human resource management more effective. With the good management of work-life balance, the company can attract and retain more and better qualified personnel to the organization. Moreover, it helps reduce work absenteeism and turnover of employees.

In contrast, imbalance between work and life is derived from two factors. First, is the organizational factor in terms of a workload that is too heavy. The other factor concerns personal factors, such as gender, age, personality, and social support. The organizational and individual factors of the employees are interrelated and can negatively affect their job performance and their attitude toward the job. This will in turn affect the work-life balance (Table 2.19)



**Figure 2.19** Factors Affecting Imbalance of Work Life

**Sources:** Piotrowsku and Vodanovich, 2006.

Netemeyer, Boles and McMurrian (1996) maintains that conflict between work and family life among employees is caused by three sources. The first source is from general needs related to the roles they take, such as their responsibilities, expectations, duties and other related factors of the assigned role. The second source is anxiety from the role taken. The tension in one role causes worries about duties and responsibility for another role. The last source is poor management of time due to

spending too much time on one duty, which affects other duties. Imbalance of work-life usually causes deterioration of the well-being of family members, leading to poor personal interrelationships and reducing social activities. Moreover, work-life imbalance has a direct impact on employees' productivity in work in the form of psychological tension, sickness and work accidents. The business will ultimately incur more expenses in recruitment and training of new staff.

Since work-life balance has a crucial and direct impact on both the employees and the organization they work for, it is important that it is dealt with properly. Several practices are suggested to ease tension in work life. Flexi-time for work is recommended. Employees might be allowed more flexible work times-being allowed flexible starting and finishing work times, changes in work shifts, tele-work or working from home up to 1-2 days a week, as well as avoidance of excessive overtime work. Natawut Pongsiri, (2008 quoted in Jutaporn Noobute, 2011.)

Pitt et al. (2004 quoted in Pawinee Petchawang, 2006) proposes five things that an organization or business should do to encourage work-life balance. These include 1) flexi-time work schemes, for this can encourage family well-being and reduce work conflicts; 2) provision of services and information to facilitate employees in their work role and family role; 3) provision of a good work culture and environment because it is the most important factor for an employee's work-life balance; 4) good relationship between bosses and workers and their families; and 5) work plan and procedures that take into consideration employees' families, the community and society in general. Moreover, the Office of Civil Service Commissions of Thailand proposes some alternatives for balancing work life to reduce tension and fatigue in work as shown in Table 2.3.

**Table 2.3** Alternatives in Balancing Work Life

<b>Alternative</b>	<b>Method and Condition</b>
Flexi Time	Provision of flexible or changed working hours
Time off in Lieu	Allowing negotiable time-off or leave between bosses and employees in compensation for overtime work
Compressed Working Annualized Hours	Allowing more daily work hours to reduce days of work Counting of work hours or workdays on a yearly basis instead of monthly or weekly.
Part-time working	The non-permanent work hours should be less than 30 hours a week
Job Sharing	Two workers are assigned to work the same job in different periods of time
Term Time Working	A permanent or part-time contracted job should be allowed to have leave with no pay for certain periods of time.
Shift Working	Hours of work can be negotiable and exchanged between the workers and co-workers or workers in control of the period of work time.
Working from Home/Tele Working	Workers can work from home or other places and use technology, e.g. Internet, cell phones in their work.
Breaks from Work	Employees can take days off, e.g. maternity leave, parental care leave, children care leave and cultural and traditional or religious days leave according to job characteristics

**Source:** Jutaporn Noobute, 2011: 24-25.

Methods employed for Work-Life Balance that directly affect the well-being of employees can be summarized as follows.

1) Flexi hours of work: Different employees have different jobs and responsibilities and they need different types of work-life balance and well-being. Flexibility in work hours, such as varied work hours, breaks or leaves from work days compensating the overtime work, changes of work shifts and tele-working can enhance the balance of their family life and well-being in general.

2) Breaks from Work: Employees should be allowed breaks according to the nature of the work and their individual needs. These breaks can be for sick leave, vacation, educational advancement, religious or cultural related activities, family needs or even leave in accordance with children's school breaks.

3) Compensation and Incentives: Organizations should offer a variety of attractive compensation and incentives to attract and retain talented employees.

4) Convenient Transportation: Organizations should provide convenient transportation for different times and routes. Commuting time from and to work is found to be one of the serious problems of work efficacy and causes high rates of workforce turnover. Convenient transportation to and from work can bring about work-life balance of the employees and result in a better work outcome.

5) Convenience of Work: Organizations should provide convenience in work, such as comfortable and safe work locations and environments, good and sufficient work equipment and facilities supporting work. This will result in employee well-being.

6) Chances for Work and Self Development: Lack of job satisfaction, advancement in work and educational progress were found to be the causes of employee turnover. Organizations should, therefore, offer opportunities for advancement in work and self-development in education.

7) Employment Formats: Chances for different employment formats is one of the important factors for work-life balance and well-being among employees. Organizations should offer various employment formats, such as the long-term or short-term work contracts or permanent or temporary work contracts.

8) Organizational Culture and Regulation: Building a good work life balance requires support from different segments in an organization, such as environmental support from administrators, superiors and co-workers at all levels.

9) Organizational policy on Balance of Work Life: Organizations should have policies or programs for promoting work-life balance as this will enhance employees' well-being.

There have been several research studies that support building work-life balance. The results of a study conducted with 202 married Finnish employees by Kinnunen, Feldt, Geurts, Pulkkinen (2006) on "Types of work-family interface: Well-being correlates of negative and positive spillover between work and family" were in accordance with those found in a study of 147 British employees conducted by Noor (2003) on "Work and family related variables, work-family conflict and women's well-being: Some observations". Both found that the balance of work and family responsibility is a challenge for employees at present. If the work and family life is not balanced, it will affect the well-being of the workers. Several studies report that conflicts between work and family life have negative effects on the well-being of the employees and their health as this causes stress (Kinnunen, Feldt, Geurts, Pulkkinen, 2006; Noor, 2003), nervousness (Lapierre and Allen, 2006) or even insomnia (Williams, Franche, Ibrahim, Mustard and Layton, 2006).

Kinnunen, Feldt, Geurts, Pulkkinen (2006) conducted a study on "Types of work-family interface: Well-being correlates of negative and positive spillover between work and family" with 202 married Finnish employees and found that the balance of work and family responsibility was a challenge among these workers. If the work and family life is not balanced, it will affect their general well-being.

Noor (2003) conducted a study on "Work and family related variables, work-family conflict and women's well-being: Some observations" with 147 female British employees and found that conflict between work and family life had negative effects on the health and well-being of the employees.

Williams, Franche, Ibrahim, Bustard and Layton (2006) conducted a study on "Examining the relationship between work-family spillover and sleep quality" with healthcare personnel in three hospitals in Canada and found that conflicts between work and family life had a negative correlation with their work satisfaction.

Lockwood (2003) conducted a study on "Work life balance challenges and solutions" with workers in the logistics and supply chain industry in which employees needed to do a lot of heavy work and overtime and found that more than 70 percent of

the samples had no work-life balance. This caused stress, fatigue, and work related accidents, and resulted in reduced work satisfaction and an increased turnover rate.

The following studies found a negative relationship between imbalanced work life and work satisfaction of employees in different areas of business and family-related contexts.

Aryee, Fields and Luk (1999) in a study on “A cross-cultural test of a model of the work-family interface” with married employees in Hong Kong.

Aryee, Luk, Leung and Lo (1999) in the study on “Roles stressors, interrole conflict and well-being: The moderating influence of spousal support and coping behaviors among employed parents in Hong Kong” with 243 employees in Hong Kong.

Bedeian et al. (1998) in a study on “Outcome of work-family conflict among married male and female professionals” with 758 accounting personnel.

Hill (2005) in a study on “Work family facilitation and conflict, working fathers and mother, work family stressors and support” with 1314 company personnel.

Several studies reported that flexible work conditions and improved work life balance bring about better work performance and a reduction of employee turnover rates.

A study conducted by the University of Reading (2008: 2) found that imbalance between work and life had a close correlation with the physical and mental health of the employees. Flexibility in work can help alleviate the problems.

Another study done by Hudson Highland Group (2005) reported that their scheme for improving the work-life balance helped promote the well-being and physical and mental health of the employees, resulting in dramatically improved work satisfaction and reduced employee turnover rates.

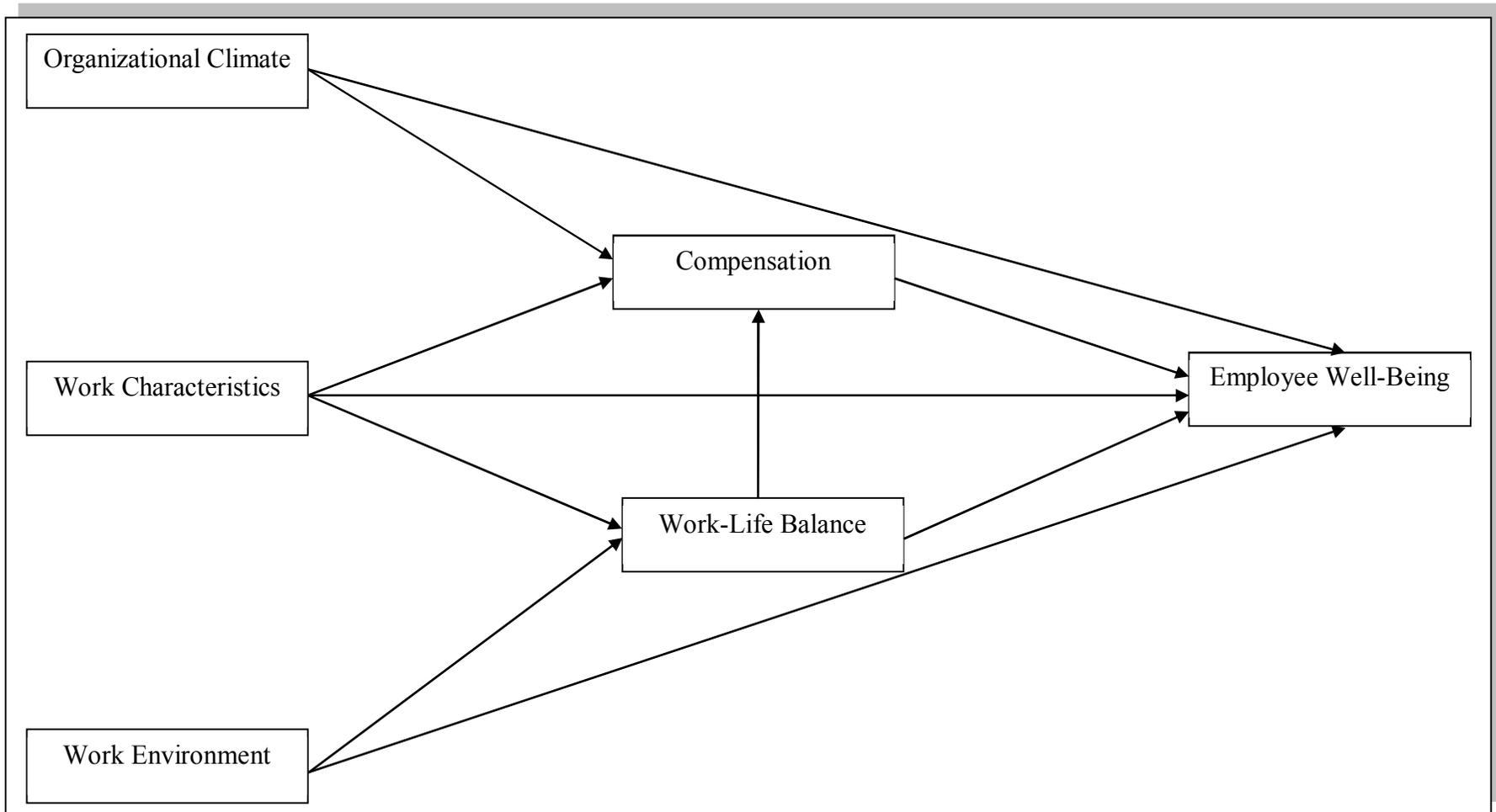
A study by Albertsen et al. (2007) reported that a reduction of the daily work load for employees in Sweden from 8 hours to 6 hours fully compensated so that they had more time for social activities and relaxation enhanced work satisfaction and increased work-life balance.

Another study by Hudson Highland Group (2005) reported that the work-life balance helped promote work satisfaction. When compensation for health care, sick

and maternity leave, and child care leave were offered, employees had more work-life balance and their job satisfaction and fulfillment in work increased dramatically.

## **2.4 Conceptual Framework**

The conceptual framework is developed based on concepts, theories and research related to factors affecting employees' well-being, as shown in Figure 2.20.



**Figure 2.20** Conceptual Framework

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Research Method

The present study was conducted through a survey using a closed-and open ended questionnaire administered to the sample group.

#### 3.2 Population and Samples

The population of the study consisted of 24,613 full-time employees (excluding executives and pilots) working for 5 airlines in Thailand, namely, the Thai Airways, Bangkok Airways, Thai Air Asia, Nok Air, and Orient Thai Airlines.

The research participants consisted of 400 employees selected by using the Yamane table, at the reliability of 95 %, and the standard error of 5 %. The sample size was subsequently assigned according to the population size of each airline, as shown in Table 3.1.

**Table 3.1** Number of Population and Samples Categorized by Airline

Airlines	Population	Samples
Thai Airways	20,701	336
Bangkok Airways	1,754	29
Thai Air Asia	1,200	20
Nok Air	393	6
Orient Thai Airlines	565	9
Total	24,613	400

When the number of population of each airline was obtained, the possible samples were selected using the Systematic Selection technique, the steps of which are shown below.

1) All of the five selected airlines in Thailand were contacted to obtain the employee roster of each airline.

2) All the names of airship crew in the roster of each airline were selected using the systematic random sampling technique. Then, the number of ranges was designated by dividing the whole population by the targeted number of samples. For example, if the targeted number of samples from the Thai Airways was 336, the number of ranges to be employed for sampling would be 62 ( $20,701 \div 336$ ).

The number-drawing process was then carried out to get the first number of the sample group. Supposed the first number drawn was 5, the next sample would be number 67. The drawing process continued until the targeted number of 336 samples was reached.

### **3.3 Data Collection Procedure**

A self-administered questionnaire (Pichit Pitaktepsombat, 2010b: 311) was used to collect the data from the employees of the five airline companies: 1) the Thai Airways, Bangkok Airways, Thai Air Asia, Nok Air, and The Orient Thai Airlines. Only those employees working full time in Thailand, covering all the offices of each company both in Bangkok and provinces, as shown in Table 3.2.

**Table 3.2** The Offices of each Company both in Bangkok and Provinces

	Krabi	Trang	Chiang Mai	Chiang Rai	Hat yai, Songkla	Nakhon Phanom	Nakhon Si Thammarat	Narathiwat	Phuket	Surat Thani	Udon Thani	Ubon Ratchathani	Lampang	Pattaya, Chon Buri	Samui, Surat Thani	Sukhothai	Trat	Khon Kaen	Chumphon	Loei	Maesot, Tak	Nan	Buri Ram	Phitsanulok	Phrae	Roi Et	Sakon Nakhon	Mae Hong Son	
Thai Air Asia	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓																	
Orient Thai Airlines			✓	✓	✓				✓																				
Bangkok Airways	✓		✓						✓				✓	✓	✓	✓	✓												
Thai Airways	✓		✓	✓	✓				✓	✓	✓	✓						✓											
Nok Air		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

The data collection from the sample working in both Bangkok and upcountry was conducted as follows.

1) The researcher himself collected the data from those samples who worked in Bangkok--at the headquarters, Suvarnabhumi Airport , and Don Mueang Airport.

2) The researcher himself collected the data from the samples at the places where at least 3 airlines were located. He collected data from Mr. A (Nok Air); Mr. B, Mr. C, Mr. D, and Mr. E (The Thai Airways); Mr. F, Mr. G, and Mr.H (Orient Thai Airline) at Chiang Mai Airport, for instance.

3) Besides, data collection was conducted through the airline computer system with the cooperation of each airline. For instance, at Trat Airport where only Bangkok Airways had employees on duty, the selected samples (Mr. A and Mr. B) answered the questionnaire and forwarded it via the airline computer system.

### **3.4 Data Analysis**

When the data collection was completed, the raw data were prepared for the subsequent statistical analysis using a version of Statistical Package for Social Sciences (SPSS). The data were coded before performing the statistical tests to answer the research objectives proposed.

### **3.5 Variables, Operational Definition, Questions and Measurement Scale**

The dependent variables in the present study consisted of 4 dimensions of employee well-being: 1) physical health, 2) mental health, 3) job satisfaction, and 4) employee engagement. The independent variables were the following elements: 1) organizational climate, 2) work characteristics, 3) work environment, 4) compensation, and 5) work-life balance. The operational definition of each variable is presented below.

**Table 3.3** Variables, Operational Definition, Questions and Measurement Scale

Variables, Operational Definition	Sources	Questions	Measurement Scale
<p><b>Employee well-being</b> refers to an individual’s having sound physical and mental health, job satisfaction, and employee engagement, all of which lead to the employee’s happy working life.</p>			
<p><b>1) Physical health</b> The operational definition of this term embraces fatigue from work performance, having headache and dizziness, back pains, insomnia, injury from work, not enough rest, and sickness.</p>	<p>Adapted from Public Health Observatory (2011); Nussbaum (2001); Sen (1993); Canadian Centre for Management Development (2002); Huge D. Flanagan and Pual Henry (1994); National Quality Institute: NQI (2006); David Alman (2010); Australian Public Service Commission (2011); Adam M. Grant et al. (2007)</p>	<p>Physical health can be measured by the following seven criteria: 1) feeling more tired from work than usual, 2) having headache and dizziness frequently, 3) having back pains frequently, 4) not being able to sleep well frequently, 5) experiencing injury from work, 6) not having enough rest, and 7) getting ill more often than colleagues.</p>	<p>Ordinal scale: 1) Never 2) Sometimes 3) Often 4) All the time</p>

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<p><b>2) Mental health</b></p> <p>The operational definition of this term embraces the following elements: 1) optimism, 2) self-esteem, 3) self-confidence, 4) problem-solving ability, 5) stress and worry, 6) opportunity to get acquainted to others, 7) decision making.</p>	<p>Adapted from Viv Young and Claire Bhaumik (2011); Public Health Observatory (2011); Nussbaum (2001); Sen (1993); Ryan and Deci (2001); Renee.L. Miller et. al (1999); Hart and Cooper (2001); National Quality Institute: NQI (2006); David Alman (2010); Australian Public Service Commission (2011); John Queripel Associates (JQA) (2012); Adam M. Grant et al. (2007)</p>	<p>An employee's mental health can be measured by the following seven criteria: 1) being optimistic about one's future, 2) having self-esteem, 3) having self-confidence, 4) having an ability to solve problems, 5) not feeling stressed or worried due to work, 6) having opportunities to get acquainted to others, and 7) being able to make decisions on certain matters by oneself.</p>	<p>Ordinal scale:</p> <p>1) Never 2) Sometimes 3) Often 4) All the time</p>

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<p><b>3) Job satisfaction</b></p> <p>The operational definition of this term embraces the following elements: 1) feeling enthusiastic to work, 2) having enjoyment in work, 3) feeling bored with the assigned work, 4) feeling happier with work than others, 5) having more enjoyment in work than others.</p>	<p>Adapted from Adam M. Grant et al. (2007); Renee.L. Miller et al. (1999); Hart and Cooper (2001); Imre Lövey and Manohar S. Nadkarni (2003); Iris Wellness (2003); David Alman (2010); Australian Public Service Commission (2011); John Queripel Associates (JQA) (2012); Pichit Pitaktepsombat et al. (2010a)</p>	<p>Employee’s job satisfaction can be measured according to the following criteria: 1) feeling enthusiastic to work, 2) having enjoyment in work, 3) not feeling bored with the assigned work, 4) feeling happier with work than others, 5) having more enjoyment in work than others.</p>	<p>Ordinal scale:            1) Strongly disagree            2) Disagree            3) Agree            4) Strongly agree</p>

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<p><b>4) Employee engagement</b></p> <p>The operation definition of this term includes the following elements: 1) being proud of being a part of the organization, 2) having a desire to publicize the organization, 3) having love for the organization, 4) getting encouragement and inspiration from the organization.</p>	<p>Adapted from John Queripel Associates (JQA) (2012); Viv Young and Claire Bhaumik (2011); Australian Public Service Commission (2011); Marcel Brisson (1997) ; Pichit Pitaktepsombat et al. (2010a)</p>	<p>Employee engagement can be measured by the following criteria: 1) You are proud to tell everyone that you belong to the organization. 2) You want to tell everyone the organization is the best place to work for. 3) You love your organization. 4) Your organization inspires you to do your best in your work, and 5) The organization you work for gives you supports to accomplish your tasks.</p>	<p>Ordinal scale:</p> <p>1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree</p>

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<b>Organizational climate</b>			
Organizational climate refers to the following aspects: 1) support from the organization, 2) support from colleagues, 3) participation in different activities with colleagues and the supervisor, and 4) having a role in decision making.			
<p>The operational definition of this term includes the following elements: 1) support from the organization, 2) support from the supervisor, 3) friendliness of the supervisor, 4) support from colleagues, 5) friendliness of colleagues, and 6) opportunity to participate in the supervisor’s decision making on important matters.</p>	<p>Adapted from Stephen Bevan (2010); Mark G. Wilson et al. (2004); Cooper and Cartwright (1994); Blanchard (1993); CIPD (2012)</p>	<p>Organizational climate can be measured on the basis of the following criteria: 1) You get support from the organization; 2) You get support from your supervisor; 3) Your supervisor is friendly to you; 4) You often get support from your colleagues; 5) Your colleagues are friendly to you; and 6) You have an opportunity to participate in the supervisor’s decision making on important matters.</p>	<p>Ordinal scale:            1) Strongly disagree            2) Disagree            3) Agree            4) Strongly agree</p>

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<b>Work characteristics</b>			
<p>This term refers to the following aspects: 1) work characteristics that are designed appropriately, 2) knowledge and ability to perform tasks, and 3) freedom in carrying out the work.</p>			
<p>The operational definition of the term covers the following elements: 1) task design, 2) technology utilized in performing tasks, 3) knowledge and skills used in performing tasks, 4) safety and risk in task performing, 5) work time, and 6) independence in performing tasks.</p>	<p>Adapted from Mark G. Wilson et al. (2004); Coats and Lekhi (2008); Cooper and Marshall's (1978); Adam M. Grant (2007); Fleming and Lardner (1999); Hofmann et al.,1995; Cohen and Margolis (1973); Smith et al. (1978); Jan De Jonge and Wilmar B. Schaufeli (1998); Annet H. et al (2004)</p>	<p>Work characteristics can be measured based on the following criteria: 1) The task assigned to you is designed so that it can be carried out easily ; 2) The task assigned to you is designed so that it is safe to carry out; 3) You are able to accomplish the task assigned to you; 4) The task assigned to you requires various kinds of knowledge and skill; 5) The task assigned to you is worth doing; and 6) You have freedom to think, make decisions, and make plans for the task you are responsible for.</p>	<p>Ordinal scale:            1) Strongly disagree            2) Disagree            3) Agree            4) Strongly agree</p>

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<b>Work Environment</b>			
This term refers to everything that surrounds the employee and helps or enhances him or her to work efficiently.			
The operational definition of this term includes the following elements: 1) physical working environment, 2) work facilities, 3) availability of equipment, 4) equipment and tool designs, and 5) number of work hours.	Adapted from University of Reading (2008); Karen CIPD (2012); Schultz and Schultz (1994); Herzberg (1956)	Working Environment can be measured according to the following criteria: 1) You work in a comfortable temperature; 2) You are not disturbed by noises at workplace; 3) Your work place is well lit; 4) You always access to work facilities; 5) Equipment and working tools are sufficient; 6) Equipment and working tools are designed to suit the work condition; 7) Your work hours are appropriate; and 8) You work under safe environment.	Ordinal scale: 1) Strongly disagree 2) Disagree 3) Agree 4) Strongly agree

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<b>Compensation</b>			
<p>Compensation embraces any form of monetary compensation, as well as all kinds of welfare or fringe benefits an employee gets as a part of being employed. Compensation provision must follow the explicit compensation principles, which included equality, fairness, being enough to lead a good life, being compatible to one’s knowledge and ability, as well as the characteristics of the assignment.</p>			
<p>The operational definition of the term includes 1) fairness of compensation, salary, and fringe benefits, 2) compatibility to one’s knowledge and ability, 3) adequate for leading a good life, and 4) compatibility to the assignment.</p>	<p>Adapted from Adam M. Grant, Marlys K. Christianson, and Richard H. Price (2007); Milkovich and Newman (2011); Gerhart and Rynes (2003); Eisenberger et al. (1999); Van Eerde and Thierry (1996); Smith et al. (1992); Eisennardt (1989)</p>	<p>Working Environment can be measured according to the following criteria: 1) Your compensation is fair when compared with that given to other employees who hold a similar position; 2) You are satisfied with the salary you receive, 3) You are satisfied with the fringe benefits you receive, 4) The compensation given to you is compatible to your knowledge and ability; 5) The compensation given to you is sufficient for living; 6) The compensation given to you is compatible to the work you are assigned to perform; and 7) The compensation given to you motivates you to improve your work performance.</p>	<p>Ordinal scale:            1) Strongly disagree            2) Disagree            3) Agree            4) Strongly agree</p>

**Table 3.3** (Continued)

Variables, Operational Definition	Sources	Questions	Measurement Scale
<b>Work-Life Balance</b>			
<p>Work-life balance refers to an employee’s efficiency in time management, appropriately allocating time to work, family, socialization, and personal time.</p>			
<p>The operational definition of the term covers the areas of 1) experiencing family or work problems, 2) taking leaves as a result of the need to spend time with the family, 3) working beyond the regular time, 4) selecting days off, and 5) changing work time.</p>	<p>Adapted from Kinnunen, Feldt, Geurts, Pulkkinen, 2006; Noor, 2003; (Lapierre and Allen, 2006; Williams, Franche, Ibrahim, Mustard and Layton, 2006; (Aryee, Fields and Luk, 1999; Aryee, Luk, Leung and Lo, 1999; Bedeian, Burke and Moffett, 1998; Hill, 2005; Office of Civil Service Commission ,2005; Panupak Pongatichat, 2006.</p>	<p>Work-life balance can be measured by the following criteria: 1) You don’t experience personal life problems because of your work responsibility, 2) You don’t have to take leaves to spend time with your family, 3) You do not worry when you have to work beyond your regular work time (work overtime), 4) You have the right to select your days off, 5) You are allowed to change your work time, and 6) You don’t experience work problems as a result of your responsibility for your personal and family life.</p>	<p>Ordinal scale:            1) Strongly disagree            2) Disagree            3) Agree            4) Strongly agree</p>

### **3.6 Hypotheses**

Based on the review of literature and related studies, the researcher formulated the following hypotheses.

3.6.1 Female employees have better-being than their counterparts.

3.6.2 Older employees have better-being than their younger counterparts.

3.6.3 Employees with higher education have better-being than those with lower education.

3.6.4 Married employees have better-being than single employees.

3.6.5 Employees with more work experience have better-being than those with less work experience.

3.6.6 Employees who work under better organizational climate, having better work characteristics, working in better work environment, having more satisfaction with compensation, and having a better work-life balance have better-being.

### **3.7 Data Analysis**

The data analysis was performed using statistical tests according to the research objectives as stated below.

3.7.1 Objective 1 was attained by performing the following statistics: percentage, mean, standard deviation, minimum and maximum values.

3.7.2 Objective 2 was attained by performing a chi-square test, and Gamma test of strength of correlation advanced by James A. Davis (quoted in Pichit Pitaktepsombat, 2010a: 482), as presented below.

**Table 3.4** Conventions for Describing Q Values

Value of Q	Appropriate phrase
.70 or higher	A very strong positive association
.50 to .69	A substantial positive association
.30 to .49	A moderate positive association
.10 to .29	A low positive association
.01 to .09	A negligible positive association
.00	No association

**Source:** Pichit Pitaktepsombat, 2010b: 482.

3.7.3 Objective 3 was attained by performing a test of Multiple Regression in order to identify the variables that have the most, moderate and no significant effect on employee well-being. The statistical test proposed by Specht (quoted in Sirichai Kanjanawasee, 2007) was also performed to identify the correlation of the hypothesized correlation model and the empirical data, as shown below.

3.7.3.1 Find the value of  $R^2$  and value of  $\beta$  of the full correlation model by Multiple Regression Analysis.

3.7.3.2 Find the value of  $R^2$  and the value of  $\beta$  of the hypothesized correlation model by Multiple Regression Analysis.

3.7.3.3 Find the value of  $R^2_{FM}$ , which is the Square of Multiple Correlation Coefficient of all variables of the full correlation model, using the formula below.

$$R^2_{FM} = 1 - (1 - R^2_1) (1 - R^2_2) (1 - R^2_3) \dots (1 - R^2_n)$$

3.7.3.4 Find the value of  $R^2_{OM}$  which is the Square of the Multiple Correlation Coefficient of all variables of the hypothesized correlation model or observation correlation model, using the formulae below.

$$R^2_{OM} = 1 - (1 - R^2_1) (1 - R^2_2) (1 - R^2_3) \dots (1 - R^2_n)$$

3.7.3.5 Measure the goodness of fit of the full correlation model and the hypothesized correlation model, using the test model advanced by Specht. The formula is given below.

$$Q = \frac{1 - R_{FM}^2}{1 - R_{FM}^2}$$

3.7.3.6 Calculate the value of W which has the distribution close to the distribution of  $\chi^2$  by using the formula below.

$$W = - (n - d) \ln Q$$

When **W** represents the average distribution  $\chi^2$  with df.=d

**n** represents sample size

**d** represents the number of paths which are deleted from the complete correlation model

**ln** represents Natural logarithm

3.7.3.7 Examine the correlation between the hypothesized correlation model and the full correlation model by using Specht's test procedure by considering the test of significance value of Q from W (by comparing the value of W with the test value from Table  $\chi^2$  at df = d). If W is not statistically significant, this means that the hypothesized correlation model correlates with the empirical evidence. That is, the hypothesized correlation model has the same power as the full correlation model in explaining the phenomenon. In contrast, if W is statistically significant, this means that the hypothesized correlation model does not correlate with the empirical evidence. That is, the hypothesized correlation model does not have the same power as the complete correlation model in explaining the phenomenon.

3.7.3.8 If the hypothesized correlation model does not correlate significantly with the empirical data, a new process will be carried out to get a correlation model that significantly correlates with the empirical data. This will be done by comparing the path of the full correlation model with the hypothesized correlation model considering the path coefficient, at the .05 significant level. In other

words, if any path of the full correlation model is statistically significant at the .05 level, but that particular path is not present in the hypothesized correlation model, the path will be added to the hypothesized correlation model. Also, if any path in the hypothesized correlation model is not significant, that path will be dropped out from it.

3.7.3.9 After the researcher has got the correlation model which correlates with the empirical data, an analysis will be performed to obtain the Sum of Coefficient or the total effect, which consists of direct effect and indirect effect of all independent variables which have impact on employee well-being.

## **CHAPTER 4**

### **DATA ANALYSIS AND RESEARCH RESULTS**

The present study was conducted to find out the factors that could have effects on employee well-being, and to identify the causal factors that correlate with empirical data. The issues in question were described, elaborated, and analyzed. The results are divided into five sections for presentation.

4.1 Describing personal information as well as other variables, and employee well-being.

4.2 Describing the variables or factors that affect employee well-being

4.3 Describing the variables or factors that affect employee well-being in the order of importance

4.4 Testing the causal model

4.5 Describing suggestions from employees

#### **4.1 Description of Personal Information as well as Other Variables, and Employee Well-Being**

The description in this section answers Research Question # 1. The statistical values employed to describe the findings consisted of percentage, mean, standard deviation, and the maximum and the minimum values, as shown below.

##### **4.1.1 Personal Information**

The data in the present study were collected from 400 employees working in Thai airlines in Thailand, excluding pilots and executives. The number of male respondents outnumbered the female ones (62.3% and 37.8% respectively). Most

of them were 30-40 years old (34.4 %), followed by those of under 30 years old (29.8 %), those of 41-50 years old (22.3%), and those of older than 51 years old (14.0%), respectively. The average age of the sample group was 36.9 (SD = 10.06 and the minimum and maximum values = 20 and 59, respectively). Next, most of the respondents were bachelor's degree holders (68.0 %), followed by those with a higher than Bachelor's degree (17.8%), and those with a lower than Bachelor's degree (14.3%), respectively. Also, most of the respondents were single (53.5%), followed by the married (42.8%), the divorced (2.0%), and the widows and widowers (1.8%). The number of their work experience ranged from 10 years to 31 years. Most had worked for less than 10 years (53.8%), followed by those with 10-20 years of work experience (23.0%), those with 21-30 years of experience (19.3%), and those with over 31 years of experience (4.0%), respectively. The average year of work experience was 12.14 years (SD = 9.36 and the minimum and the maximum values = 1 and 40, respectively), as shown in Table 4.1.

**Table 4.1** Percentage of the Employees with Different Personal Factors

Personal information	Percent (numbers)
<b>Gender</b>	
Male	37.8 (151)
Female	62.3 (249)
Total	100.0 (400)
<b>Age</b>	
Less than 30 years	29.8 (14 )
30-40 years	34.0 (136)
41-50 years	22.3 ( 89 )
More than 51 years	14.0 ( 56 )
Total	100.0 (400)
$\bar{X} = 36.90$	S.D. = 10.06
	Min = 20
	Max = 59

**Table 4.1** (Continued)

Personal information	Percent (numbers)
<b>Educational background</b>	
lower than Bachelor's degree	14.3 ( 57 )
Bachelor's degree	68.0 (262)
higher than Bachelor's degree	17.8 ( 71 )
Total	100.0 (400)
<b>Marital status</b>	
Single	53.5 (214)
Married	42.8 (171)
widows and widowers	1.8 ( 7 )
Divorced	2.0 ( 8 )
Total	100.0 (400)
<b>Work experience</b>	
Less than 10 years	53.8 (215)
10-20 years	23.0 ( 92 )
21-30 years	19.3 ( 77 )
More than 31 years	4.0 ( 16 )
Total	100.0 (400)
$\bar{X} = 12.14$	S.D.= 9.62
Min = 1	Max = 40

#### 4.1.2 Organizational Climate

In order to find the levels of employee satisfaction with the organizational climate, the researcher asked six questions concerning: 1) support from the organization, 2) support from their supervisors, 3) friendliness of their supervisors, 4) support from their colleagues, 5) friendliness of colleagues, and 6) participation in the supervisor's decision-making on important matters. It was found that the overall organization climate was evaluated as 'good' (measured by the answers 'strongly agree' and 'agree'). Findings on the satisfaction level with each aspect under investigation were as follows. The most satisfying aspect was friendliness of colleagues (93.3%), followed by support from colleagues (91.6%), supervisor is

friendly to you (91.6%), support received from the supervisor (80.8%), support received from the organization (73.8%), and participation in the supervisor's decision-making on important matters (60.5%), which is still at a high level, as shown in Table 4.2.

**Table 4.2** Percentage of Responses to Different Aspects of the Organizational Climate

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Your colleagues are friendly to you	31.0	62.3	5.8	1.0	100.0 (400)
	93.3				
You often get support from your colleagues	22.3	69.3	6.8	1.8	100.0 (400)
	91.6				
Your supervisor is friendly to you	26.0	61.5	8.0	4.3	100.0 (400)
	87.5				
You get support from your supervisor	16.3	64.5	14.8	4.5	100.0 (400)
	80.8				
You get support from the organization	7.8	66.0	22.8	3.5	100.0 (400)
	73.8				
You have an opportunity to participate in the supervisor's decision making on important matters	9.5	51.0	32.0	7.5	100.0 (400)
	60.5				

The sample group was directly and indirectly asked questions related to organizational climate. The responses confirmed the answers to the questions on the six afore-mentioned aspects reported above (measured from the responses 'Very

Good’, ‘Good’, ‘Average’). That is, 93.6 percent said the organizational climate was good, and only 6.5 percent said the opposite, as shown in Table 4.3.

**Table 4.3** Percentage of Different Responses on the Overall Organizational Climate

Statement	Very good	Good	Average	Rather poor	Poor	Total
Organizational climate	12.0	46.8	34.8	5.5	1.0	100.0 (400)
		93.6				

In addition, the respondents were asked to rank their level of satisfaction with the organizational climate, from 1-10. It was found that most of the respondents ranked 8 (29.0 %), followed by 7 (15.3%) and the fewest ranked 1(0.5%), respectively. On the average, it was ranked 7.04 (SD = 1.88, and the minimum and the maximum values = 1 and 10, respectively), as shown in Table 4.4.

**Table 4.4** Scores of Organizational Climate Given by the Respondents

Scores	Percent (numbers)
1	0.5 ( 2 )
2	1.8 ( 7 )
3	2.3 ( 9 )
4	5.8 ( 23 )
5	10.5 ( 42 )
6	14.3 ( 57 )
7	15.3 ( 61 )
8	29.0 (116)
9	14.0 ( 56 )
10	6.8 ( 27 )
Total	100.0 (400)
$\bar{X} = 7.04$	S.D. = 1.88
	Min = 1
	Max = 10

### 4.1.3 Work Characteristics

In order to find out the satisfaction level of work characteristics, six questions related to the following aspects were asked: 1) The job is designed to accommodate the actual operation, 2) The job is designed on the basis of safety measures, 3) Job management is carried out to achieve the goal, 4) Knowledge and skills are needed to perform the assigned job, 5) The assigned job is valuable, and 6) You have freedom to think, make decisions, and plans for your job. In investigating the satisfaction with work characteristics, it was found that overall the respondents were satisfied with their jobs (measured from the responses ‘strongly agree’ and ‘agree’). The aspects they were ‘most’ satisfied is “job management leads them to achievement (95.0%)t), followed by the value of the assigned job (94.5%), the assigned job requiring knowledge and skills (91.6%), the job designed on the basis of on safety measures (78.3%), freedom to think, make decisions, and to set plans for work (70.0%), and the lowest satisfaction level was the job designed to accommodate the actual operation (66.6%), as shown in Table 4.5.

**Table 4.5** Percentage of Responses to Work Characteristics

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
You are able to accomplish the task assigned to you	17.5	77.5	4.8	0.3	100.0 (400)
		95.0			
The task assigned to you is worth doing	32.5	62.0	4.5	1.0	100.0 (400)
		94.5			
The task assigned to you requires various kinds of knowledge and skill	29.8	61.8	7.3	1.3	100.0 (400)
		91.6			

**Table 4.5** (Continued)

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
The task assigned to you is designed so that it is safe to carry out	12.0	66.3	18.0	3.8	100.0 (400)
	78.3				
You have freedom to think, make decisions, and make plans for the task you are responsible for	17.0	53.0	24.8	5.3	100.0 (400)
	70.0				
The task assigned to you is designed so that it can be carried out easily	5.8	60.8	30.0	3.5	100.0 (400)
	66.6				

The samples were asked both directly and indirectly questions related to the level of satisfaction with work characteristics. The responses supported the 6 aspects described above (evaluated from the responses ‘most’, ‘much’, and ‘average’). It was found that 96.8 percent were satisfied with the task they were assigned to perform, while only 3.3 percent weren’t, as shown in Table 4.6.

**Table 4.6** Percentage of Respondents Who Ranked Their Satisfaction with Work Characteristics Differently

Statement	Most	Much	Average	little	least	Total
Work characteristics	8.0	51.3	37.5	2.8	0.5	100.0 (400)
	96.8					

In addition, the respondents were asked to rank their level of satisfaction with work characteristics, from 0-10. It was found that most of the samples ranked 8 (33.0%), followed by 7 (19.8%), and 2 (0.3%), respectively. The average level of satisfaction was 7.4 (SD =1.54, and the minimum and the maximum values = 1 and 10, respectively), as shown in Table 4.7.

**Table 4.7** Percentage of Respondents Who Assigned Different Scores to Work Characteristics

Scores	Percent (numbers)
1	0.5 ( 2 )
2	0.3 ( 1 )
3	0.8 ( 3 )
4	2.3 ( 9 )
5	8.8 ( 35 )
6	12.0 ( 48 )
7	19.8 ( 79 )
8	33.0 (132)
9	17.8 ( 71 )
10	5.0 ( 20 )
Total	100.0 (400)
$\bar{X} = 7.40$	S.D. = 1.54
	Min = 1
	Max = 10

#### 4.1.4 Work Environment

In investigating the factors related to the workplace environment, the following 8 questions were asked: 1) Is the temperature level of the workplace suitable? 2) Are there noises disturbing at workplace? 3) Is the lighting sufficient for performing tasks? 4) Are there sufficient facilities in performing tasks? 5) Is there enough equipment? 6) Has the equipment been designed suitably? 7) Is the work hour appropriate? 8) Do you perform the tasks under a safe condition?

It was found that the employees were working in the workplace which is suitable in almost all aspects, except for disturbing noises. That is, 49.8 percent chose

‘agree’ and ‘strongly agree’. The aspect ranked as the most appropriate was quality of lighting in the workplace (73.8%), followed by appropriateness of work hours (73.3%), appropriate designs of equipment (66.0%), safe work environment (63.6%), appropriate temperature at workplace (58.8%), sufficiency of work facilities (56.5%), and having sufficient equipment (55.3%), as shown in Table 4.8.

**Table 4.8** Percentage of Respondents with Different Opinions on Work Environment

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain	Total
Your work place is well lit	14.3	59.5	19.3	7.0	-	100.0 (400)
	73.8					
Your work hours are appropriate	11.3	62.0	21.0	5.8	-	100.0 (400)
	73.3					
Equipment and working tools are designed to suit the work condition	8.5	57.5	27.0	7.0	-	100.0 (400)
	66.0					
You work under safe environment	14.3	49.3	26.3	10.3	-	100.0 (400)
	63.6					
You work in a comfortable Temperature	7.3	51.5	33.9	7.8	0.3	100.0 (400)
	58.8					
You always access to work facilities	9.5	47.0	32.6	10.8	-	100.0 (400)
	56.5					

**Table 4.8** (Continued)

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain	Total
Equipment and working tools are sufficient	9.3	46.0	34.3	10.5	-	100.0 (400)
	55.3					
You are not disturbed by noises at workplace	7.0	42.8	36.8	13.5	-	100.0 (400)
	49.8					

In addition to asking the sample group indirectly, the researcher asked them directly how they thought about the work environment in general. The responses supported the seven aspects described above (evaluated by the responses ‘very good’, ‘good’, and ‘average’). That is, 82.8 percent said it was ‘good’, and 17.3 percent said it was poor, as shown in Table 4.9.

**Table 4.9** Percentage of Different Responses on the Overall Work Environment

Statement	Very good	Good	Average	Rather poor	Poor	Total
Work environment	6.8	39.5	36.5	16.0	1.3	100.0 (400)
		82.8				

Furthermore, the respondents were asked to rank their level of satisfaction with the work environment, ranging from 0-10. It was found that most of them ranked 8(28.3%), followed by 7 (17.0%), and 2 (0.3%), respectively. The mean score for work environment was 6.82 (SD = 1.85, and the minimum and the maximum values = 0 and 10, respectively), as shown in Table 4.10.

**Table 4.10** Percentage of Respondents Who Gave Different Scores on Work Environment

Scores	Percent (numbers)			
0	0.8 ( 3 )			
2	0.3 ( 1 )			
3	3.0 ( 12 )			
4	8.3 ( 33 )			
5	12.5 ( 50 )			
6	14.5 ( 58 )			
7	17.0 ( 68 )			
8	28.3 (113)			
9	10.5 ( 42 )			
10	5.0 ( 20 )			
Total	100 (400)			
	$\bar{X} = 6.82$	S.D. = 1.85	Min = 0	Max = 10

#### 4.1.5 Compensation

In investigating the level of satisfaction with compensation , the researcher asked the 7 questions relating to the following: 1) the equality in compensation among employees, 2) satisfaction with the salary, 3) satisfaction with the fringe benefits, 4)appropriateness of compensation in relation to employees' knowledge and ability, 5) sufficiency of compensation to cope with the cost of living, 6) suitability of compensation for the work assigned, and 7) motivation better the performance as driven by compensation.

It was found that in general the sample group was satisfied with the compensation they received (evaluated by the responses 'strongly agree', and 'agree'). In particular, they were found most satisfied with the fringe benefits (64.8%), followed by equality in compensation among employees (62.1%), appropriateness of compensation in relation to employees' knowledge and ability (59.3), satisfaction with the salary (57.8%), sufficiency of compensation to cope with the cost of living, (53.3%), suitability of compensation for the work assigned

(53.0%), and motivation better the performance as driven by compensation (52.1%), as shown in Table 4.11.

**Table 4.11** Percentage of Respondents with Different Degrees of Satisfaction with Compensation

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
You are satisfied with the fringe benefits you receive	9.3	55.5	26.8	8.5	100.0 (400)
		64.8			
Your compensation is fair when compared with that given to other employees who hold a similar position	9.8	52.3	29.8	8.3	100.0 (400)
		62.1			
The compensation given to you is compatible to your knowledge and ability	8.8	50.5	29.3	11.5	100.0 (400)
		59.3			
You are satisfied with the salary you receive	8.3	49.5	30.8	11.5	100.0 (400)
		57.8			
The compensation given to you is sufficient for living	8.3	45.0	33.0	13.8	100.0 (400)
		53.3			

**Table 4.11** (Continued)

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
The compensation given to you is compatible to the work you are assigned to perform	8.5	44.5	32.0	12.0	100.0 (400)
	53.0				
The compensation given to you motivates you to improve your work performance	10.3	41.8	34.5	13.5	100.0 (400)
	52.1				

In addition to asking indirectly, the researcher asked the respondents directly about the level of satisfaction with their compensation. The responses supported the 7 questions above (evaluated from the responses ‘most’, ‘much’, and ‘average’). That is, 75.6 percent were found to be satisfied with the compensation and the other 24.6 percent weren’t, as shown in Table 4.12.

**Table 4.12** Percentage of Respondents Who Ranked Their Satisfaction with Compensation Differently

Statement	Most	Much	Average	Little	Least	Total
Satisfaction with compensation	5.3	26.8	43.5	19.8	4.8	100.0 (400)
	75.6					

Furthermore, the respondents were asked to rank their level of satisfaction with the compensation they received, ranging from 0-10. It was found that most of the respondents (20.3%) ranked 8, followed by 7 (19.8%), and 0, 1 (1.8 % for each rank). The average level of satisfaction was 6.30 (SD = 2.13, and the minimum and the maximum values = 0 and 10), respectively as shown in Table 4.13.

**Table 4.13** Percentage of Respondents Who Assigned Different Scores to Satisfaction with Compensation

Scores	Percent (numbers)			
0	1.8 ( 7 )			
1	1.8 ( 7 )			
2	2.0 ( 8 )			
3	4.0 ( 16 )			
4	10.0 ( 40 )			
5	10.5 ( 42 )			
6	18.3 ( 73 )			
7	19.8 ( 79 )			
8	20.3 ( 81 )			
9	7.5 ( 30 )			
10	4.3 ( 17 )			
Total	100.0 (400)			
	$\bar{X} = 6.30$	S.D. = 2.13	Min = 0	Max = 10

#### 4.1.6 Work-Life Balance

In evaluating the work-life balance, the researcher asked 6 questions related the following aspects: 1) Experiencing no personal problems as the result of the work one is responsible for, 2) not having to take leave to spend time with the family or friends, 3) having no worry about working overtime, 4) having an opportunity to choose days off, 5) having an opportunity to change the period of work time, and 6) having no work problems when having to take care of one's and the family's errands. It was found that the sample group had a sound work-life balance (evaluated from the responses 'strongly agree', and 'agree'). The aspect which was ranked the highest (69.1%) was "having no work problems when having to take care of one's and the family's errands", followed by "having an opportunity to choose days off" (67.8%), "not having to take leave to spend time with the family or friends" (62.8%), "experiencing no personal problems as the result of the work one is responsible for"

(61.8%), “having an opportunity to change the period of work time” (58.1%), and “having no worry about working overtime” (55.6%), as shown in Table 4.14.

**Table 4.14** Percentage of Respondents with Different Opinions on Work-Life Balance

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
You don't experience work problems as a result of your responsibility for your personal and family life	17.3	51.8	25.3	5.8	100.0 (400)
	69.1				
You have the right to select your days off	13.8	54.0	26.8	5.5	100.0 (400)
	67.8				
You don't have to take leaves to spend time with your family	13.8	49.0	31.3	6.0	100.0 (400)
	62.8				
You don't experience personal life problems because of your work responsibility	11.5	50.3	32.0	6.3	100.0 (400)
	61.8				
You are allowed to change your work time	9.8	48.3	32.8	9.3	100.0 (400)
	58.1				
You do not worry when you have to work beyond your regular work time	6.8	48.8	36.0	8.5	100.0 (400)
	55.6				

Besides asking indirectly, the researcher asked the respondents directly about the work-life balance. The responses supported the 6 questions posed above (evaluated by the responses ‘very good’, ‘good’, and ‘average’). That is, 91.6 percent of the respondents said they had a sound work-life balance, and only 8.5 percent of them said otherwise, as shown in Table 4.15.

**Table 4.15** Percentage of Respondents with Ranking Work-Life Balance Differently

Statement	Very good	Good	Average	Rather poor	Total
Work-life balance	5.8	38.0	47.8	8.5	100.0 (400)
		91.6			

In addition, the respondents were asked to rank their work-life balance, from 0-10. It was found that most of them ranked 8 (27.0%), followed by 6 (19.8%), and 1 (0.3%), respectively. The mean score of employee work-life balance was 6.74 (SD = 1.74 and the minimum and the maximum values = 1 and 10, respectively), as shown in Table 4.16.

**Table 4.16** Percentage of Respondents Who Assigned Different Scores on Appropriateness of Work-Life Balance

Scores	Percent (numbers)
1	0.3 ( 1 )
2	1.8 ( 7 )
3	1.3 ( 5 )
4	6.3 ( 25 )
5	14.8 ( 59 )
6	19.8 ( 79 )
7	16.0 ( 64 )
8	27.0 (108)
9	8.8 (35 )

**Table 4.16** (Continued)

Scores	Percent (numbers)			
10	4.3 ( 17 )			
Total	100.0 (400)			
$\bar{X} = 6.74$	S.D. = 1.74	Min = 1	Max = 10	

#### 4.1.7 Employee Well-Being

Employee well-being means the state that employees have good physical and mental health, are satisfied with their work, have engagement with the organization, all of which will result in their happy work life. Therefore, employee well-being is generally evaluated on the following aspects: 1) physical health, 2) mental health, 3) job satisfaction, and 4) employee engagement

##### 4.1.7.1 Employee well-being in terms of physical health

In evaluating employee well-being in terms of physical health, the researcher asked 7 questions in relation to the respondents' opinion on the following aspects: 1) fatigue from work, 2) headache or dizziness, 3) back pains, 4) inability to sleep well, 5) getting injured from work, 6) having insufficient rest, and 7) falling sick more often than colleagues.

When the well-being of the sample group in terms of physical health (measured by the responses 'never' and 'occasionally') was considered, it was found that "experiencing no injury from work" was considered the best physical health (90.8%), followed by not falling sick more often than colleagues (90.6 %), not having headache or dizziness (76.3%), having a good sleep (73.5%), not feeling more tired from work than usual (67.0%), and having sufficient rest (45.8%), as shown in Table 4.17.

**Table 4.17** Percentage of Employees Well-Being in terms of Physical health

Statement	Never	Sometimes	Often	All the time	Total
experiencing injury from work	52.0	38.8	6.5	2.8	100.0 (400)
		90.8			
getting ill more often than colleagues	48.8	41.8	8.0	1.5	100.0 (400)
		90.6			
having headache and dizziness frequently	17.3	59.0	16.0	7.8	100.0 (400)
		76.3			
not being able to sleep well frequently	23.5	50.0	16.5	10.0	100.0 (400)
		73.5			
feeling more tired from work than usual	6.5	61.8	21.5	10.3	100.0 (400)
		68.3			
having back pains frequently	17.0	50.0	21.3	11.8	100.0 (400)
		67.0			
not having enough rest	13.3	32.5	47.0	7.3	100.0 (400)
		45.8			

#### 4.1.7.2 Employees' well-being in terms of mental health

In investigating employee well-being in terms of mental health, the researcher asked 7 questions concerning the following aspects: 1) optimism about the future, 2) self-esteem, 3) self-confidence, 4) problem solving ability, 5) not feeling stressed for worried about work, 6) opportunity to get acquainted to different people, and 7) self-decision making.

It was found that the respondents were mentally healthy (measured from the responses 'always', and 'often'). The best aspect of mentally health was being self-confident (80.8%), followed by being optimistic about future and being

able to solve different problems efficiently (75.0%), having self-esteem (73.9%), opportunity to make decisions by oneself (72.5%), having opportunities to get acquainted to others (69.6%), and not feeling stressed or worried (67.5%), respectively. The percentage of the last aspect of mental health was, however, still high, as shown in Table 4.18.

**Table 4.18** Percentage of Employees Well-Being in terms of Mental Health

Statement	All the time	Often	Sometimes	Never	Total
having self-confidence	30.3	50.5	18.8	0.5	100.0 (400)
	80.8				
being optimistic about one's future	28.0	47.0	22.0	3.0	100.0 (400)
	75.0				
having an ability to solve problems	22.5	52.5	24.3	0.8	100.0 (400)
	75.0				
having self-esteem	28.8	45.0	24.8	1.5	100.0 (400)
	73.8				
being able to make decisions on certain matters by oneself	23.0	49.5	25.5	2.0	100.0 (400)
	72.5				
having opportunities to get acquainted to others	20.8	48.8	28.8	1.8	100.0 (400)
	69.6				
not feeling stressed or worried due to work	8.5	59.0	23.5	9.0	100.0 (400)
	67.5				

#### 4.1.7.3 Employee well-being in terms of job satisfaction

In evaluating employee well-being regarding job satisfaction, 5 questions relating the following aspects were asked: 1) enthusiasm to work, 2) enjoyment to work, 3) not feeling bored with work, 4) feeling happy with work, and 5) having more love for work than others. It was found that the respondents were satisfied with almost all aspects of the work. The two aspects with low satisfaction levels included 1) feeling happier than other employees (49.8%), and 2) having more love for the assigned work than others (46.6%). The aspects that the respondents 'strongly agreed' and 'agreed' ranked for the highest level of satisfaction to the lowest were as follows: being enthusiastic to work (83.3%), enjoying to do the work (75.3%), and not feeling bored with the work (75.3%), as shown in Table 4.19.

**Table 4.19** Percentage of Employee Well-being in terms of Job Satisfaction

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
feeling enthusiastic to work	26.5	56.8	16.3	0.5	100.0 (400)
	83.3				
having enjoyment in work	24.3	51.0	23.3	1.5	100.0 (400)
	75.3				
not feeling bored with the assigned work	17.5	35.0	42.3	5.3	100.0 (400)
	52.5				
feeling happier with work than others	14.8	35.0	40.5	9.8	100.0 (400)
	49.8				
having more enjoyment in work than others	14.3	32.3	39.5	14.0	100.0 (400)
	46.6				

#### 4.1.7.4 Employee well-being in terms of employee engagement

In measuring employee well-being in terms of employee engagement, 5 questions relating to the following aspects were asked: 1) feeling proud to tell anybody that one belongs to the organization, 2) feeling eager to tell everybody that the organization is the best place to work, 3) having love for the organization, 4) feeling inspired by the organization to work until attaining accomplishment, and 5) feeling motivated by the organization to reach the accomplishment.

It was found that overall the samples were attached organization (evaluated by the responses ‘strongly agree’, and ‘agree’). The aspect with the highest degree of attachment to the organization was ‘having love for the organization’ (77.8%), followed by ‘feeling proud to tell anybody that one belongs to the organization’ (75.8%), ‘feeling motivated by the organization to reach the accomplishment’ (72.5 %), ‘feeling inspired by the organization to do the best work’ (71.6 %), and the aspect showing the least attachment to the organization, which was still high (63.8 %) was ‘feeling eager to tell everybody that the organization is the best place to work’, as shown in Table 4.20.

**Table 4.20** Percentage of Employee Well-Being in terms of Employee Engagement

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
You love your organization	33.5	44.3	20.5	1.8	100.0 (400)
	77.8				
You are proud to tell everyone that you belong to the organization	34.8	41.0	21.8	2.5	100.0 (400)
	75.8				
The organization you work for gives you supports to accomplish your tasks	26.0	46.5	22.8	4.8	100.0 (400)
	72.5				

**Table 4.20** (Continued)

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Your organization inspires you to do your best in your work	26.8	44.8	25.3	3.3	100.0 (400)
	71.6				
You want to tell everyone the organization is the best place to work for	26.5	37.3	28.0	8.3	100.0 (400)
	63.8				

Besides asking the respondents indirectly, the researcher asked them directly about the level of their well-being. The responses confirmed the 21 questions posed earlier (measured by responses ‘very good’, ‘good’, and ‘average’), i.e. 92.1 percent said they had healthy well-being, while only 8.0 percent said the opposite, as shown in Table 4.21.

**Table 4.21** Percentage of Employees with Different Degrees of Well-Being

Statement	Very good	Good	Average	Rather poor	Poor	Total
Employee well-being	11.8	47.3	33.0	7.5	0.5	100.0 (400)
	92.1					

Furthermore, the respondents were asked to evaluate their well-being level, ranging from 0-10. It was found that most of them ranked 8 (34.0 %), followed by 7 (15.5 %), and 0,1, 2 (0.3% each). The average score on the work-life balance was 7.32 ( SD = 1.69 and the minimum and the maximum values = 0 and 10, respectively), as shown in Table 4.22.

**Table 4.22** Percentage of Overall Employee Well-being

Scores	Percent (numbers)			
0	0.3 ( 1 )			
1	0.3 ( 1 )			
2	0.3 ( 1 )			
3	1.0 ( 4 )			
4	4.5 ( 18 )			
5	9.3 ( 37 )			
6	13.0 ( 52 )			
7	15.5 ( 62 )			
8	34.0 (136)			
9	13.8 ( 55 )			
10	8.3 ( 33 )			
Total	100.0 (400)			
	$\bar{X} = 7.32$	S.D. = 1.69	Min = 0	Max = 10

## 4.2 Variables or Factors Affecting Employee Well-Being

This section presented the findings to answer Objective 2 of the study. The statistics to analyze the data were percentage, and  $\chi^2$ -test because the dependent variable and independent variables were measured only at the group and order levels. The variables used to identify the correlation with employee well-being included gender, age, marital status, work experience, organizational climate, work characteristics, work environment, compensation, and work-life balance.

### 4.2.1 Gender and Employee Well-Being

Table 4.23 shows that the findings supported the hypothesis. That is, the number of female employees who had well-being was larger than that of their counterparts (61.4% and 55.0%, respectively). The difference was 6.4. However, when a  $\chi^2$ -test was performed, no significant difference was found. In other words,

gender did not have a significant effect or correlation with employee well-being. The correlation was a low positive ( $G = .11$ )

**Table 4.23** Percentage of Employee Well-Being by Gender

Employee well-being	Male	Female	Total
Poor and rather poor	7.9	8.0	8.0 ( 32 )
Average	37.1	30.5	33.0 (132)
Good and very good	55.0	61.4	59.0 (236)
Total	37.8 (151)	62.3 (249)	100.0 (400)

$$\chi^2 = 1.897, \text{ d.f.} = 2, \text{ p} = .387, \text{ G} = .11$$

#### 4.2.2 Age and Employee Well-Being

Table 4.24 shows that the findings supported the hypothesis. The number of employees aged over 51 (82.1%) who had well-being was larger than that of those aged under 30 (58.8 %); the difference was 23.3 percent. This difference was statistically significant when  $\chi^2$ -test was performed ( $p = .000$ ). It could be concluded that age had an effect on or correlated with employee well-being. The correlation level was a low positive ( $G = .20$ ).

**Table 4.24** Percentage of Employee Well-being by Age

Employee well-being	Less than 30 years	30-40 years	41-50 years	More than 51 years	Total
Poor and rather poor	10.1	10.3	2.2	7.1	8.0 ( 32 )
Average	31.1	43.4	33.7	10.7	33.0 (132)
Good and very good	58.8	46.3	64.0	82.1	59.0 (236)
Total	29.8 (119)	34.0 (136)	22.3 (89)	14.0 (56)	100.0 (400)

$$\chi^2 = 27.461, \text{ d.f.} = 6, \text{ p} = .000, \text{ G} = .20$$

### 4.2.3 Education and Employee Well-Being

The results shown in Table 4.25 supported the research hypothesis. The number of employees with a higher than a Bachelor's degree who had well-being was larger than those with a lower than a Bachelor's degree (70.4% and 49.1%, respectively); the difference was 21.3 percent. This difference was found to be statistically significant when  $\chi^2$ -test was applied ( $p = .028$ ). It could be concluded that education level had an effect or correlated with employee well-being. The correlation was a low positive ( $G = .10$ ).

**Table 4.25** Percentage of Employee Well-Being by Education

Employee well-being	lower than Bachelor's degree	Bachelor's degree	higher than Bachelor's degree	Total
Poor and rather poor	3.5	8.8	8.5	8.0 ( 32 )
Average	47.4	33.1	21.1	33.0 (132)
Good and very good	49.1	58.1	70.4	59.0 (236)
Total	14.3 (57)	68.0 (272)	17.8 (71)	100.0 (400)

$$\chi^2 = 10.836, \text{ d.f.} = 4, \text{ p} = .028, \text{ G} = .19$$

### 4.2.4 Marital Status and Employee Well-Being

The results shown in Table 4.26 supported the research hypothesis. The number of married employees who had well-being was larger than that of single employees (61.8% and 56.5 %, respectively). The difference was 5.3 percent. When the difference was tested by  $\chi^2$ -test, however, no statistically significant difference was found. It could be concluded that marital status did not have effect on or correlation with employee well-being, and the correlation was a low positive ( $G = .13$ ).

**Table 4.26** Percentage of Employee Well-Being by marital status

Employee well-being	Single	Married / widows and widowers / divorced	Total
Poor and rather poor	10.3	5.4	8.0 ( 32 )
Average	33.2	32.8	33.0 (132)
Good and very good	56.5	61.8	59.0 (236)
Total	53.5 (214)	46.5 (186)	100.0 (400)

$$\chi^2 = 3.467, \text{ d.f.} = 2, \text{ p} = .177, \text{ G} = .13$$

#### 4.2.5 Work Experience and Employee Well-Being

The results shown in Table 4.27 supported the hypothesis. The employees with over 31 years of work experience who had well-being was the largest in number (75%), followed by those with less than 10 years of work experience (50.7%), which was 24.3 percent different. The difference was found to be statistically significant when tested by  $\chi^2$ -test ( $p = .004$ ). Thus, it could be concluded that the employee's work experience was correlated with his or her well-being. The correlation was a moderate positive ( $G=.37$ ).

**Table 4.27** Percentage of Employee Well-Being by Experience

Employee well-being	Less than 10 years	10-20 years	21-30 years	More than 31 years	Total
Poor and rather poor	11.2	4.3	3.9	6.3	8.0 ( 32 )
Average	38.1	33.7	20.8	18.8	33.0 (132)
Good and very good	50.7	62.0	75.3	75.0	59.0 (236)
Total	53.8 (215)	23.0 (92)	19.3 (77)	4.0 (16)	100.0 (400)

$$\chi^2 = 18.929, \text{ d.f.} = 6, \text{ p} = .004, \text{ G} = .37$$

#### 4.2.6 Relationship between Organizational Climate and Employee Well-Being

The results presented in Table 4.28 confirmed the hypothesis. The employees who worked under a sound organizational climate was larger in number than those who worked under poor climate (76.2% and 26.9%, respectively). The difference was 49.3 percent. The difference was confirmed when  $\chi^2$ - test was applied ( $p = .000$ ). Thus, it could be concluded that organizational climate had an effect on or correlated with employee well-being; the correlation was a substantial positive ( $G = .66$ ).

**Table 4.28** Percentage of Employee Well-Being by Organizational Climate

Employee well-being	Poor and Rather poor	Average	Good and Very good	Total
Poor and rather poor	38.5	10.1	3.4	8.0 ( 32 )
Average	34.6	54.0	20.4	33.0 (132)
Good and very good	26.9	36.0	76.2	59.0 (236)
Total	6.5 (26)	34.8 (139)	58.8 (235)	100.0 (400)

$$\chi^2 = 95.658, \text{ d.f.} = 4, p = .000, G = .66$$

#### 4.2.7 Relationship between Work Characteristics and Employee Well-Being

The results shown in Table 4.29 supported the hypothesis. The employees who were satisfied with their work characteristics was larger in number than those who were less satisfied with their work characteristics (77.2% and 7.7%, respectively). The difference was 69.5 percent. The difference was statistically significant when  $\chi^2$ - test was applied ( $p = .000$ ). It could be concluded that work characteristics had an effect on and correlated with employee well-being. The correlation was a very strong positive ( $G = .73$ ).

**Table 4.29** Percentage of Employee Well-Being by Satisfaction with Work Characteristics

Employee well-being	Little and Least	Average	Much and Most	Total
Poor and rather poor	53.8	13.3	2.1	8.0 ( 32 )
Average	38.5	52.0	20.7	33.0 (132)
Good and very good	7.7	34.7	77.2	59.0 (236)
Total	3.3 (13)	37.5 (150)	59.3 (237)	100.0 (400)

$$\chi^2 = 111.385, \text{ d.f.} = 4, \text{ p} = .000, \text{ G} = .73$$

The results shown in Table 4.30 confirmed the hypothesis that the number of employees working under healthy environment was larger than that of those working under poor environment (78.4% and 24.6%, respectively). The difference was 53.8 percent. The difference was proved to be statistically significant by  $\chi^2$ -test. It could be concluded that work environment had an effect on employee well-being and the correlation was a substantial positive (G=.57).

**Table 4.30** Percentage of Employee Well-being by Work Environment

Employee well-being	Poor and rather poor	Average	Good and very good	Total
Poor and rather poor	17.4	6.8	5.4	8.0 ( 32 )
Average	58.0	42.5	16.2	33.0 (132)
Good and very good	24.6	50.7	78.4	59.0 (236)
Total	17.3 (69)	36.5 (146)	46.3 (185)	100.0 (400)

$$\chi^2 = 69.494, \text{ d.f.} = 4, \text{ p} = .000, \text{ G} = .57$$

#### 4.2.8 Relationship between Satisfaction with Compensation and Employee Well-Being

The results shown in Table 4.31 confirmed the research hypothesis. The employees satisfied with compensation outnumbered than those who were not (86.9% and 26.6%, respectively). The difference was 60.3 percent. When the difference was tested by  $\chi^2$ -test, a statistically significant difference was found ( $p = .000$ ). It could be concluded that compensation satisfaction had an effect on employee well-being and the correlation was a very strong positive ( $G=.75$ ).

**Table 4.31** Percentage of Employee Well-being by Satisfaction with Compensation

Employee well-being	Least	Little	Average	Much	Most	Total
Poor and rather poor	57.9	20.3	2.3	0.9	-	8.0 ( 32 )
Average	31.6	53.2	40.8	12.1	-	33.0 (132)
Good and very good	10.5	26.6	56.9	86.9	100.0	59.0 (236)
Total	4.8 (19)	19.8 (79)	43.5 (174)	26.8 (107)	5.3 (21)	100.0 (400)

$$\chi^2 = 165.246, \text{ d.f.} = 8, \text{ p} = .000, \text{ G} = .75$$

#### 4.2.9 Work-Life Balance and Employee Well-Being

The results presented in table 4.32 show that employees who had a healthy work-life balance were larger in number than those who had poor work-life balance (95.7% and 17.6%, respectively). The difference was 78.1 percent. When  $\chi^2$ -test was applied, the difference was significantly confirmed, ( $p =.000$ ). It could be concluded that work-life balance had an effect on employee well-being, and the correlation was a very strong positive ( $G= .72$ ).

**Table 4.32** Percentage of Employee Well-being by Work-Life Balance

Employee well-being	Rather poor	Average	Good	Very good	Total
Poor and rather poor	41.2	8.4	1.3	-	8.0 ( 32 )
Average	41.2	46.6	18.4	4.3	33.0 (132)
Good and very good	17.6	45.0	80.3	95.7	59.0 (236)
Total	8.5 (34)	47.8 (191)	38.0 (152)	5.8 (23)	100.0 (400)

$$\chi^2 = 117.103, \text{ d. f.} = 6, \text{ p} = .000, \text{ G} = .72$$

Table 4.33 summarize the results of the hypotheses testing.

**Table 4.33** Summary of Results from Hypotheses Testing

Hypotheses	Results
1. Female employees have better-being than their counterparts.	Supported
2. Older employees have better-being than their younger counterparts.	Supported
3. Employees with higher education have better-being than those with lower education.	Supported
4. Married employees have better-being than single employees.	Supported
5. Employees with more work experience have better-being than those with less work experience.	Supported
6. Employees who work under better organizational climate, having better work characteristics, working in better work environment, having more satisfaction with compensation, and having a better work-life balance have better-being.	Supported

### **4.3 Variables or Factors Affecting Employee Well-Being Ranked in order of Significance from The Most, Moderate, and No Relationship**

The following section presents information sought for Research Objective 3. Multiple Regression Analysis was performed and also a test of Correlation Matrix was run to identify the degree of correlation within the independent variables. This test is the standard used to identify the coefficient correlation of each variable with each of the rest of the variables. If any of the independent variables has high within variable-correlation, the problem of Multicollinearity will occur, which in turn will lead to the confidence of multiple correlation coefficient ( $\beta$ ). In the present study, it was found that at  $p=.05$ , the following pairs of variables were correlated: 1) Work characteristics correlated with employee well-being, 2) Compensation correlated with employee well-being, 3) Work-life balance correlated with employee well-being, 4) Work environment correlated with employee well-being, 5) Work-life balance correlated with compensation, 6) Work characteristics correlated with organizational climate, 7) Work-life balance correlated with work environment, 8) Organizational climate correlated with employee well-being, 9) Work environment correlated with work characteristics, 10) Work environment correlated with organizational climate, 11) Work-life balance correlated with work characteristics, 12) Compensation correlated with work characteristics, 13) Compensation correlated with organizational climate, 14) Work-life balance correlated with organizational climate, and 15) Compensation correlated with work environment. The degrees of correlation between each pair of variables are .644, .632, .559, .476, .473, .471, .467, .462, .456, .452, .448, .426, .377, .363, .357, respectively. In addition, not any pair of independent variables was found to have a high correlation. Thus, the problem of Multicollinearity did not occur, as shown in Table 4.34.

**Table 4.34** Correlation Matrix

Variables	EWB	OCL	WCH	WEN	COM	WLB
Employee well-being (EWB)	1					
Organizational climate (OCL)	.462**	1				
Work characteristics (WCH)	.644**	.471**	1			
Work environment (WEN)	.476**	.452**	.456**	1		
Compensation (COM)	.632**	.377**	.426**	.357**	1	
Work-life balance (WLB)	.559**	.363**	.448**	.467**	.473**	1

According to the findings in Table 4.35, four variables could be used as predictors of employee well-being at the .05 as measured by multiple regression coefficient ( $\beta$ ). The predictive variables presented in order of significance, included work characteristics, compensation, work-life balance, and work environment, respectively. In contrast, organizational climate was not found to have any significant effect on employee well-being. Neither did it explain the employee well-being; All of the independent variables could explain 61.1 percent of employee well-being ( $R^2 = .611$ ).

**Table 4.35** Independent Variables that could Explain or Predict Employee Well-Being

Factors	B	$\beta$	t	p
Work characteristics	.384	.349	8.857	.000
Compensation	.274	.345	9.159	.000
Work-life balance	.173	.178	4.539	.000
Work environment	.074	.081	2.097	.037
Organizational climate	.060	.067	1.758	.079

$R^2 = .611$

#### 4.4 Test of Causal Model of Employee Well-being

The researcher tested the causal factors that could have effect on the well-being of the employees working in Thai airlines based on the causal model proposed. Before making the data analysis, an examination of the correlation between variables and a Multiple Regression test were performed in order to avoid the problem of Multicollinearity.

As presented in Table 4.34, not any pair of independent variables was found having a high correlation. The researcher, thus, used the variables in the Path Analysis. In testing whether the independent variables that had an effect on employee well-being and correlated with the empirical data, the following procedure was carried out.

##### 4.4.1 Full Correlation Model and Statistics Required for Testing the Correlation of the Hypothesized Correlation Model and the Empirical data

4.4.1.1 The equation of the full correlation model was written, as follows.

$$EWB = \beta_{OCL} + \beta_{WCH} + \beta_{WEN} + \beta_{COM} + \beta_{WLB} \quad \dots(1)$$

$$COM = \beta_{OCL} + \beta_{WCH} + \beta_{WEN} + \beta_{WLB} \quad \dots(2)$$

$$WLB = \beta_{OCL} + \beta_{WCH} + \beta_{WEN} \quad \dots(3)$$

4.4.1.2 The Path Coefficient of the full correlation model was calculated by using Multiple Regression Analysis. When the Standard Regression Coefficient ( $\beta$ ), which was the Path Coefficient, was considered, the results were as follows.

According to the Path Coefficient from the full model (the results of equation 1), the variables (presented in order of significance) that could best determinate and had a positive effect on employee well-being were the following: work characteristics, compensation, work-life balance, and work environment,

respectively. Organizational climate, on the other hand, was not found to have any significant correlation with or to be able to explain employee well-being. All the variables could explain 60.8 percent of the employee well-being ( $R^2 = .608$ ).

$$\text{Equation 1} \quad \text{EWB} = .367 \text{ WCH} + .098 \text{ WEN} + .354 \text{ COM} + .181 \text{ WLB}$$

$$(9.621) \quad (2.602) \quad (9.497) \quad (4.629)$$

$$R = .780, R^2 = .608, \text{ SEE} = 1.066, F = 153.323, \text{ Sig} = .000$$

According to the Path Coefficient from the full model (the results of equation 2), the variables (presented in order of significance) that could best determinate and had a positive effect on compensation were the following: work-life balance, work characteristics, and organizational climate, respectively. Work environment, on the other hand, was not found to have any correlation with or be able to explain employees' satisfaction with compensation. All the variables explained 30.1 percent of the employees' satisfaction with compensation ( $R^2 = .301$ ).

$$\text{Equation 2} \quad \text{COM} = .164 \text{ OCL} + .205 \text{ WCH} + .321 \text{ WLB}$$

$$(3.370) \quad (4.056) \quad (6.712)$$

$$R = .549, R^2 = .301, \text{ SEE} = 1.787, F = 56.878, \text{ Sig} = .000$$

According to the Path Coefficient from the full model (the results of equation 3), the variables (presented in order of significance) that could best determinate and had a positive effect on employee well-being were the following: work environment, work characteristics, and organizational climate, respectively. All the variables could explain 29.5 percent employees' satisfaction with compensation ( $R^2 = .295$ ).

$$\text{Equation 3} \quad \text{WLB} = .103 \text{ OCL} + .263 \text{ WCH} + .300 \text{ WEN} \\ (2.062) \quad (5.221) \quad (6.037)$$

$$R = .543, R^2 = .295, \text{ SEE} = 1.464, F = 55.316, \text{ Sig} = .000$$

#### 4.4.2 Hypothesized Correlation Modeling and Statistics Required for Testing the Correlation of the Hypothesized Correlation Model and the Empirical Data

4.4.2.1 The equation of hypothesized correlation model was written as follows.

$$\text{EWB} = \beta\text{OCL} + \beta\text{WCH} + \beta\text{WEN} + \beta\text{COM} + \beta\text{WL} \quad \dots(1)$$

$$\text{COM} = \beta\text{OCL} + \beta\text{WCH} + \beta\text{WLB} \quad \dots(2)$$

$$\text{WLB} = \beta\text{WCH} + \beta\text{WEN} \quad \dots(3)$$

4.4.2.2 The Path Coefficient of the full correlation model was calculated by using Multiple Regression Analysis. When the Standard Regression Coefficient ( $\beta$ ), which was the Path Coefficient, was considered, the results were as follows.

According to the Path Coefficient from the full model (the results of equation 1), the variables (presented in order of significance) that could best determinate and had a positive effect on employee well-being were the following: work characteristics, compensation, work-life balance, and work environment, respectively. Organizational climate, on the other hand, was not found to have any significant correlation with or to be able to explain employee well-being. All the variables could explain 60.8 percent of employee well-being ( $R^2 = .608$ ).

$$\text{Equation 1} \quad \text{EWB} = .367 \text{ WCH} + .098 \text{ WEN} + .354 \text{ COM} + .181 \text{ WLB} \\ (9.621) \quad (2.602) \quad (9.497) \quad (4.629)$$

$$R = .780, R^2 = .608, \text{ SEE} = 1.066, F = 153.323, \text{ Sig} = .000$$

According to the Path Coefficient from the full model (the results of equation 2), the variables (presented in order of significance) that could best determinate and had a positive effect on employee well-being were the following: work-life balance, work characteristics, and organizational climate, respectively. All the variables could explain about 30.1 percent of employees' satisfaction with compensation ( $R^2 = .301$ ).

$$\text{Equation 2} \quad \text{COM} = .164 \text{ OCL} + .205 \text{ WCH} + .321 \text{ WLB}$$

$$(3.370) \quad (4.056) \quad (6.712)$$

$$R = .549, R^2 = .301, \text{ SEE} = 1.787, F = 56.878, \text{ Sig} = .000$$

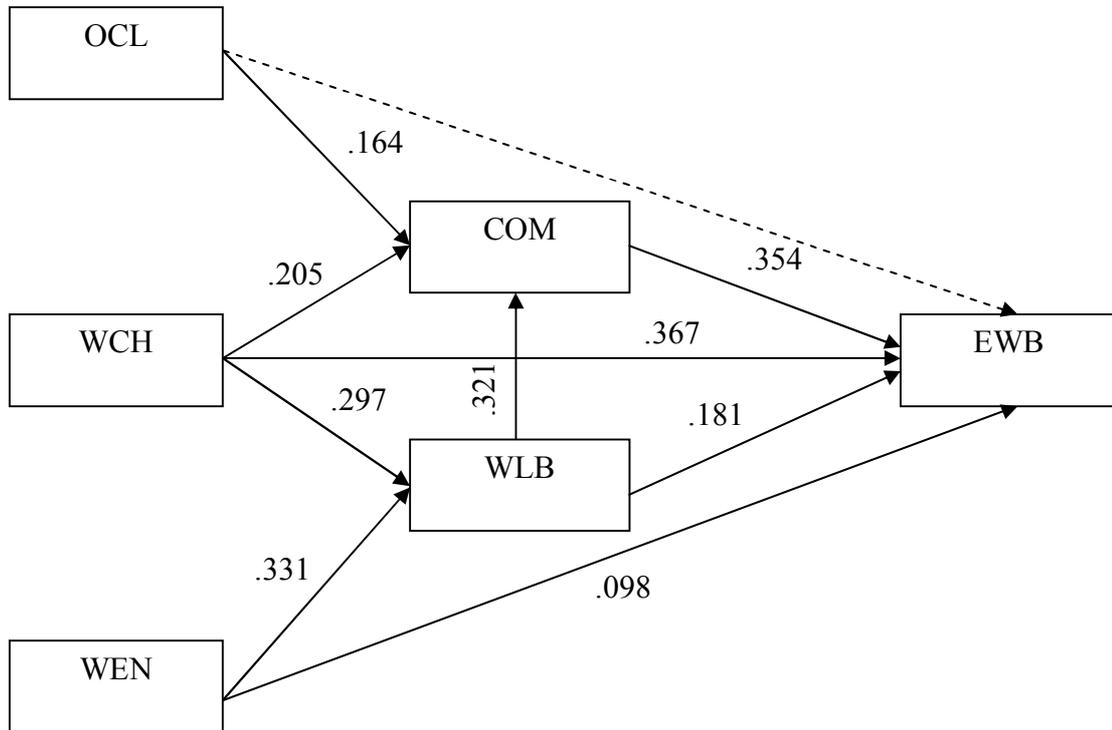
According to the Path Coefficient from the full model (the results of equation 2), the variables (presented in order of significance) that could best determinate and had a positive effect on employee well-being were work environment and work characteristics. Both variables could explain about 28.1 of employees' work-life balance ( $R^2 = .288$ ).

$$\text{Equation 3} \quad \text{WLB} = .297 \text{ WCH} + .331 \text{ WEN}$$

$$(6.245) \quad (6.955)$$

$$R = .536, R^2 = .288, \text{ SEE} = 1.470, F = 80.190, \text{ Sig} = .000$$

Results from the analysis of hypothesized correlation model can be presented as the correlation diagram as in figure 4.1.



**Figures 4.1** The Causal Model of Employee Well-Being in the Thai Airline Companies

#### 4.4.3 Testing the Correlation of Hypothesized Correlation Model and the Full Correlation Model or the Empirical Data

4.4.3.1 The value of  $R^2_{FM}$  of the full correlation model which was calculated using the Pecht method was .8068.

4.4.3.2 The value of  $R^2_{OM}$  of the hypothesized correlation model which was calculated using the Pecht method was .8049.

4.4.3.3 The values of correlation indicator, or Q (Measure of goodness-of-fit), of the hypothesized correlation model, of the full correlation model and of the empirical data were calculated. The results of the calculation (Q) was .9903.

4.4.3.4 The value of W was calculated; and Q was 3.8606.

**Table 4.36** Results of the Analysis of the Correlation of Hypothesized Correlation Model and the Empirical Data

$R^2_{FM}$	$R^2_{OM}$	Q	W
.8068	.8049	.9903	3.8606

It could be seen from Table 4.36 that the sum square of multiple regression coefficient of all variables of the full correlation model ( $R^2_{FM}$ ) was .8068. On the other hand, the sum square of multiple regression coefficient of all variables of the hypothesized correlation model ( $R^2_{OM}$ ) was .8049. The value of correlation indicator (Q) was .9903, while the value of W was 3.8606, which was not statistically significant. Thus, it could be interpreted that the hypothesized correlation model did not have a different explanation from the empirical data. That is, the causal model of employee well-being correlated (fit) with the empirical data.

#### **4.4.4 Analysis of the Direct and Indirect Effects of each Independent Variable and the Total Effect of All Independent Variables on Employee Well-Being**

The analysis in this part was performed on each individual independent variable that had influence on employee well-being in order to determine the causal correlation between each individual independent variable and employee well-being.

Based on Table 4.37, the independent variables that had direct effect on employee well-being were the following: work characteristics, compensation, work-life balance, and work environment, respectively. The independent variables that had an indirect effect on employee well-being were the following: work characteristics, work-life balance, work environment, and organizational climate, respectively, as shown in Table 4.37.

**Table 4.37** Direct and Indirect Effect of Independent Variables on Employee Well-Being

Independent variable	Direct effect	Indirect effect	Total effect
Organizational climate	-	.058	.058
Work characteristics	.367	.160	.527
Work environment	.098	.098	.196
Compensation	.354	-	.354
Work-life balance	.181	.114	.295

## 4.5 Suggestions from Employees

The research participants were asked an open-ended question: What do you think your organization can do to improve your well-being? Most of the responses obtained were the factors under investigation in the present study, which could be summarized as follows.

### 4.5.1 Organization Climate

4.5.1.1 Executives should realize the importance of employee working at every level, and every unit at the headquarters, as well as the employees who work in the provinces.

4.5.1.2 The administration method should be changed and employees should accept the change.

4.5.1.3 Supervisors should explain the principles of work, especially how to maximize the use of the limitedly available resources in order to reduce costs for the organization.

4.5.1.4 Besides work, executives should also focus on the importance of employees.

4.5.1.5 Executives should allocate their time to listen to employees' opinions, call on employees at the operation level in order to get informed of employees' problems and find out ways to solve the problems together. They should also be sincere with their subordinates.

4.5.1.6 There is too much coordination with the headquarters. The communication is complicated leading to difficulty in communication.

4.5.1.7 Various supports should be given to employees in order to boost their morale.

4.5.1.8 Emphasis should be on promoting the organization as a whole, rather than promoting each individual department.

4.5.1.9 Supervisors should be fair and accept subordinates' evaluation.

4.5.1.10 Organization should have a clear policy; leaders should not be reshuffled often in order that the work can be continued without any interruption.

#### **4.5.2 Work Characteristics**

4.5.2.1 Certain jobs should be redesigned in order that it can get performed easily and thoroughly.

4.5.2.2 Work procedures should be changed in order to increase safety in work.

#### **4.5.3 Work Environment**

4.5.3.1 The temperature in the workplace is inappropriate; it should be adjusted to accommodate employees' work.

4.5.3.2 Physical work environment should be improved.

4.5.3.3 The organization should provide its employees with sufficient equipment in order that work can be performed efficiently, quickly and conveniently.

#### **4.5.4 Compensation**

4.5.4.1 Compensation should be raised to catch up with the increase in the cost of living of the present time. In addition, the salary should be determined according to the characteristics of each professional field without employees' having to work overtime.

4.5.4.2 Compensation should be congruent with each employee's knowledge and ability.

4.5.4.3 Fringe benefits should be allocated in accordance with the organization's plan.

4.5.4.4 Health care benefits should be improved. The organization should acquire shares in certain hospitals so that employees can easily access to proper health care.

4.5.4.5 An annual bonus should be given before the end of December as New year's gift so that employees can spend the new year holiday happily.

4.5.4.6 The privileges for airline members, board members, and their families should be reduced in order that the costs can go down, which in turn can lead to the organization's better performance.

4.5.4.7 The organization has valuable and qualified employees. However, the organization may not be able to keep them for long due to the unattractive compensation, especially those categorized as 'Generation X' who wants to 'Work hard and pay hard'.

4.5.4.8 Compensation is not motivating and insufficient leading to employees' poor well-being.

4.5.4.9 The welfare and free air tickets are already appropriate.

4.5.4.10 Focus should be put on work in regular time rather than Over Time.

4.5.4.11 The rewarding and penalization system should be made explicit and concrete.

#### **4.5.5 Work-Life Balance**

4.5.5.1 There should be a work-holiday balance.

4.5.5.2 Too much over-time work make employees' not have enough time for the family.

4.5.5.3 Employees working in Bangkok encounter traffic problems. Therefore, work time should be flexible. Alternatively, employees should have the right to change their work time.

4.5.5.4 Employees do not have enough time to spend with family due to the work time, which does not accommodate their family life.

#### **4.5.6 Other Suggestions**

4.5.6.1 There should be some recreational activities during work time.

4.5.6.2 Sale and marketing should be improved.

4.5.6.3 The organization should improve the performance to gain more profits.

4.5.6.4 There should be improvement in technology employed.

4.5.6.5 The organization should be restructured to focus on business profits.

4.5.6.6 The organization should be changed into knowledge-based organization.

4.5.6.7 There should be more transparency in the organization.

4.5.6.8 Politicians' influence that can affect the organization performance should be reduced.

4.5.6.9 Gaps existing in the organization should be fixed.

4.5.6.10 There should be more communication within the organization to keep employees well informed of the organization.

## **CHAPTER 5**

### **CONCLUSION AND DISCUSSION**

The objectives of the study were 1) to ascertain the level of well-being of the employees working for Thai airlines, 2) to find out the variables or factors affecting their well-being, and 3) to identify the factors that have the most, moderate and no effect on their well-being.

The population of the study consisted of 24,613 full-time employees (excluding executives and pilots) working for 5 airlines in Thailand, namely, the Thai Airways, Bangkok Airways, Thai Air Asia, Nok Air, and The Orient Thai Airlines. The research participants consisted of 400 employees selected by using the Yamane table, at the reliability of 95 %, and the standard error of 5 %. The sample size was subsequently assigned according to the population size of each airline. The data were processed by SPSS for Windows.

When the data collection was completed, the raw data were prepared for the subsequent statistical analysis using a version of Statistical Package for Social Sciences (SPSS). The data were coded before performing the statistical tests to answer the research objectives proposed.

The dependent variables in the present study consisted of 4 dimensions of employee well-being: 1) physical health, 2) mental health, 3) job satisfaction, and 4) employee engagement. The independent variables were the following elements: 1) organizational climate, 2) work characteristics, 3) work environment, 4) compensation, and 5) work-life balance.

The statistics for data analysis were percentage, mean, standard deviation, maximum and minimum values, Chi-square, Gamma, Multiple Regression, and Path analysis.

## **5.1 Summary and Conclusion**

### **5.1.1 Personal Information**

The number of male respondents outnumbered the female ones (62.3% and 37.8% respectively). Most of them were 30-40 years old (34.4 %). Next, most of the respondents were bachelor's degree holders (68.0 %). Also, most of the respondents were single (53.5%). Most had worked for less than 10 years (53.8%).

### **5.1.2 Organizational Climate**

The most satisfying aspect was friendliness of colleagues (93.3%), followed by support from colleagues (91.6%), supervisor is friendly to you (91.6%), support received from the supervisor (80.8%), support received from the organization (73.8%), and participation in the supervisor's decision-making on important matters (60.5%), which is still at a high level. Besides asking indirectly, the researcher asked the respondents directly about the organizational climate. The responses confirmed the answers to the questions on the six afore-mentioned aspects reported above (measured from the responses 'Very Good', 'Good', 'Average'). That is, 93.6 percent said the organizational climate was good, and only 6.5 percent said the opposite.

### **5.1.3 Work Characteristics**

The aspects they were 'most' satisfied is "job management leads them to achievement (95.0%), followed by the value of the assigned job (94.5%), the assigned job requiring knowledge and skills (91.6%), the job designed on the basis of on safety measures (78.3%), freedom to think, make decisions, and to set plans for work (70.0%), and the lowest satisfaction level was the job designed to accommodate the actual operation (66.6%). Besides asking indirectly, the researcher asked the respondents directly about the work characteristics. The responses supported the 6 aspects described above (evaluated from the responses 'most', 'much', and 'average'). It was found that 96.8 percent were satisfied with the task they were assigned to perform, while only 3.3 percent weren't.

#### **5.1.4 Work Environment**

The aspect ranked as the most appropriate was quality of lighting in the workplace (73.8%), followed by appropriateness of work hours (73.3%), appropriate designs of equipment (66.0%), safe work environment (63.6%), appropriate temperature at workplace (58.8%), sufficiency of work facilities (56.5%), and having sufficient equipment (55.3%). In addition to asking the sample group indirectly, the researcher asked them directly how they thought about the work environment in general. The responses supported the seven aspects described above (evaluated by the responses ‘very good’, ‘good’, and ‘average’). That is, 82.8 percent said it was ‘good’, and 17.3 percent said it was poor.

#### **5.1.5 Satisfaction of Compensation**

The aspects they were found most satisfied with the fringe benefits (64.8%), followed by equality in compensation among employees (62.1%), appropriateness of compensation in relation to employees’ knowledge and ability (59.3), satisfaction with the salary (57.8%), sufficiency of compensation to cope with the cost of living, (53.3%), suitability of compensation for the work assigned (53.0%), and motivation better the performance as driven by compensation (52.1%). In addition to asking indirectly, the researcher asked the respondents directly about the level of satisfaction with their compensation. The responses supported the 7 questions above (evaluated from the responses ‘most’, ‘much’, and ‘average’). That is, 75.6 percent were found to be satisfied with the compensation and the other 24.6 percent weren’t.

#### **5.1.6 Work-Life Balance**

The aspect which was ranked the highest (69.1%) was “having no work problems when having to take care of one’s and the family’s errands”, followed by “having an opportunity to choose days off” (67.8%), “not having to take leave to spend time with the family or friends” (62.8%), “experiencing no personal problems as the result of the work one is responsible for” (61.8%), “having an opportunity to change the period of work time” (58.1%), and “having no worry about working overtime” (55.6%). Besides asking indirectly, the researcher asked the respondents directly about the work-life balance. The responses supported the 6 questions posed

above (evaluated by the responses ‘very good’, ‘good’, and ‘average’). That is, 91.6 percent of the respondents said they had a sound work-life balance, and only 8.5 percent of them said otherwise.

### **5.1.7 Employee Well-being**

Employee well-being means the state that employees have good physical and mental health, are satisfied with their work, have engagement with the organization, all of which will result in their happy work life. Therefore, employee well-being is generally evaluated on the following aspects: 1) physical health, 2) mental health, 3) job satisfaction, and 4) employee engagement

#### **5.1.7.1 Employee Well-being in terms of Physical Health**

When the well-being of the sample group in terms of physical health (measured by the responses ‘never’ and ‘occasionally’) was considered, it was found that “experiencing no injury from work” was considered the best physical health (90.8%), followed by not falling sick more often than colleagues (90.6 %), not having headache or dizziness (76.3%), having a good sleep (73.5%), not feeling more tired from work than usual (67.0%), and having sufficient rest (45.8%).

#### **5.1.7.2 Employees Well-Being in terms of Mental Health**

It was found that the respondents were mentally healthy (measured from the responses ‘always’, and ‘often’). The best aspect of mentally health was being self-confident (80.8%), followed by being optimistic about future and being able to solve different problems efficiently (75.0%), having self-esteem (73.9%), opportunity to make decisions by oneself (72.5%), having opportunities to get acquainted to others (69.6%), and not feeling stressed or worried (67.5%), respectively. The percentage of the last aspect of mental health was, however, still high.

#### **5.1.7.3 Employee Well-Being in terms of Job Satisfaction**

It was found that the respondents were satisfied with almost all aspects of the work. The two aspects with low satisfaction levels included 1) feeling happier than other employees (49.8%), and 2) having more love for the assigned work than others (46.6%). The aspects that the respondents ‘strongly agreed’ and ‘agreed’ ranked for the highest level of satisfaction to the lowest were as follows: being

enthusiastic to work (83.3%), enjoying to do the work (75.3%), and not feeling bored with the work (75.3%).

#### 5.1.7.4 Employee Well-Being in terms of Employee Engagement

It was found that overall the samples were attached organization (evaluated by the responses ‘strongly agree’, and ‘agree’). The aspect with the highest degree of attachment to the organization was ‘having love for the organization’ (77.8%), followed by ‘feeling proud to tell anybody that one belongs to the organization’ (75.8%), ‘feeling motivated by the organization to reach the accomplishment’ (72.5 %), ‘feeling inspired by the organization to do the best work’ (71.6 %), and the aspect showing the least attachment to the organization, which was still high (63.8 %) was ‘feeling eager to tell everybody that the organization is the best place to work’.

Besides asking the respondents indirectly, the researcher asked them directly about the level of their well-being. The responses confirmed the 21 questions posed earlier (measured by responses ‘very good’, ‘good’, and ‘average’), i.e. 92.1 percent said they had healthy well-being, while only 8.0 percent said the opposite.

#### 5.1.8 Variables or Factors Affecting Employee Well-Being

The factors significantly affecting their well-being were age, education, number of working years, organizational climate, work characteristic, work environment, compensation, and work-life balance. When gamma (G) was calculated to measure the rigor of the relationship between variables, the factors found to be significantly related to the employee well-being were compensation, work characteristic, work-life balance, organizational climate, work environment, number of working years, age and education, with the G value of .75, .73, .72, .66, .57, .37, .20, and .19, respectively.

### **5.1.9 Variables or Factors Affecting Employee Well-Being Ranked in order of Significance from The Most, Moderate, and No Relationship**

There were four factors that could predict the employee well-being at the .05 level when Multiple Regression Coefficient was calculated. These factors, which had a positive effect on the employee well-being, were work characteristic, compensation, work-life balance, and work environment, respectively. On the contrary, organizational climate had no significant relationship the employee well-being and thus could not account for their well-being. All the independent variables could account for 61.6 percent of employee well-being ( $R^2 = .611$ ).

### **5.1.10 Test of Causal Variables Affecting Employee Well-Being**

The sum square of multiple regression coefficient of all variables of the full correlation model ( $R^2_{FM}$ ) was .8068. On the other hand, the sum square of multiple regression coefficient of all variables of the hypothesized correlation model ( $R^2_{OM}$ ) was .8049. The value of correlation indicator (Q) was .9903, while the value of W was 3.8606, which was not statistically significant. Thus, it could be interpreted that the hypothesized correlation model did not have a different explanation from the empirical data. That is, the causal model of employee well-being correlated (fit) with the empirical data.

## **5.2 Discussion of the Research Findings**

It was found in the present study that the factors or variables under the conceptual frame or model which were formulated from literature review, namely, organization atmosphere, job characteristics, work environment, compensation, and work-life balance, all had effects on employee well-being. The results were discussed as follows.

### **5.2.1 Organizational Climate and Employee Well-Being**

The finding that organizational climate had an effect on employee well-being supports the study by Mark G. Wilson et al. (2004). In other words, organizational climate is important to employees as it helps to create positive attitudes toward the organization and employee work satisfaction (Hellriegel and Slocum, 1980). Similarly, Cooper and Cartwright (1994) argue that organizational atmosphere, employee-supervisor relationship, colleagues and subordinates had a considerable effect on employee well-being. If any negative factors, such as ambiguous role, poor communication, and especially employee job dissatisfaction, are present in any organization, employee well-being can also become worse. Likewise, Blanchard (1993) maintains that having an unpleasant boss can negatively affect employees. They can get sick due to the stress as the result of certain unexpected or unpredictable acts the boss imposes upon them. This corresponds with the report by Chartered Institute of Personnel Development: CIPD (2012: 5) which states that organizational climate in terms of boss-subordinate relationship can affect employee well-being, as well as the relationship among employees. In contrast, having a nice and helpful boss can help energize the employees to work hard and improve their performance (Bevan, 2010: 3). In addition, a pleasant organizational climate is connected to good compensation.

### **5.2.2 Work Characteristics and Employee Well-Being**

Work characteristics were also found to have effect on employee well-being in the present study. Generally, there is a close relationship between work and employee health, as well as the interaction between work and employees. In a study on job characteristics, Wilson et al. (2004: 571-573) divided this factor into 2 main aspects: 1) job design—including workload, the state of being autonomy, work context, clarity of one's role, work environment and work schedule, and 2) career future--including job security, equal treatment, learning opportunities, and flexibility in work time. All of these could have effect on work-life balance. The job characterized as good could create employee internal motivation which can in turn leads to their enthusiasm for work (Hackman and Oldham, 1975). In addition, Hackman and Oldham (1975)

propose a set of characteristics of a good job. One characteristic is skill variety, which refers to the existence of variety in the work unit that calls for each individual employee to exercise his or her expertise or special skill to perform the task. In this case, when a job requires advanced knowledge or skill, the compensation would be congruent with the nature of the work. In other words, job characteristics should be used to determine compensation. Furthermore, Coats and Lekhi (2008) suggest that work improvement can result if employees are given authority and freedom to control the work. If employees feel that they are a part of the organization, this will lead to their well-being. Cooper and Marshall (1976) maintain that a good job design will lead to employee well-being. Therefore, the organization should pay attention to safety and potential danger from performing a task at workplace. They suggest that work factors include, for instance, workload, doing shift work, long hour work, amount of time employees need for commuting to work, risk and danger from work, new technology, and work quality. Their suggestion corresponds with Grant et al. (2007) who says that work design can improve employee well-being. Thus, work redesign through assigning employees to do valuable work is emphasized as it can enhance employee attachment to the organization. Furthermore, redesigning work will increase employee job satisfaction. Similarly, Fleming and Lardner (1999) state that well-designed work must involve employee safety, minimal risk, injury or casualty which would lead to employee well-being, safety and good health (Cohen and Margolis, 1973; Smith et al., 1978). Well-designed work could also increase employees' job satisfaction (Hofmann et al., 1995). In a similar manner, Annet H. et al. (2004) maintain that work characteristics had an effect on employee mental health. In other words, job characteristics could help employers, employees, and the society improve the health and well-being of people in the organization. The present study is congruent with a study by Kalimo et al. (2003) which found that job characteristics had an effect on employees' physical and mental health. It also supports a study by De Jonge et al. (2001) which examined the causal correlation between job characteristics and employee well-being and found that job characteristics (i.e., workload, the job's autonomy, and support from all parties) had effects on employee well-being. Likewise, The present study supports a study by Edward (1998) which found that job characteristics affected employee well-being.

### **5.2.3 Work Environment and Employee Well-Being**

The 3<sup>rd</sup> finding of the present study was that work environment had effects on employee well-being. This finding supports a study by the University of Reading (2008) which revealed that providing healthy work environment, such as having sufficient work facility, led to employee good physical and mental health. In addition, It supports a study by Chartered Institute of Personnel Development (2012) which states that currently organizations realize the importance of work environment as it could have effect on employees' health, create spirit and morale, decrease work absenteeism, keep employees with the organization, and increase the overall organization production. In addition, Schultz and Schultz (1994) state that work environment, including organization location, workplace temperature, lighting, decorating colors, noises and sounds, and number of work hours all affect employee well-being. In other words, poor work environment could negatively affect the employees' work and could lead to employees' frequent absence from work and resignation. On the other hand, healthy work environment could result in good work-life balance.

### **5.2.4 Compensation and Employee Well-Being**

Fourthly, the present study also found that compensation had an effect on employee well-being. This finding supports a study by Grant et al. (2007) who found that motivating compensation led to employee well-being. Motivating compensation can be defined as a new dimension of granting rewards. The compensation is determined on the basis of employees' needs, which may include both financial and non-financial benefits all kinds of fringe benefits granted to compensate their work. This new dimension of compensation can also increase employees' job satisfaction because employees usually expect to receive a high compensation for their work (Eisenberg et al., 1999; Smith et al., 1992)

### **5.2.5 Work-Life Balance and Employee Well-Being**

Finally, it was found in the present study that work-life balance had an effect on employee well-being. Nowadays, work-life balance is viewed as an aspect of

responsibility that challenges employees. Failing to keep a good work-life balance can bring about poor employee well-being (Kinnunen, Feldt, Geurts, Pulkkinen, 2006; Noor, 2003). Likewise, conflicts between work and family had a negative effect on employees' health and well-being. Not having a work-life balance can cause stress (Kinnunen, Feldt, Geurts, Pulkkinen, 2006; Noor, 2003), depression (Lapierre and Allen, 2006), and sleep problems (Williams, Franche, Ibrahim, Mustard and Layton, 2006). This finding supports a study by the University of Reading (2008) on work-life balance, which found that work-life balance was closely related to employees' physical and mental health; it caused stress, for instance.

### **5.3 Suggestions**

Based on the results of the present study, which investigated the causal factors of the well-being of the employees working for Thai airlines in Thailand, the following recommendations were made.

#### **5.3.1 Suggestions from the Results**

5.3.1.1 Airlines should pay attention to noises at workplace. Certain measures should be implemented to prevent noises from disturbing employees while working.

5.3.1.2 Employees should be allowed to have enough rest.

5.3.1.3 The organization should assign the right job to the right person which can make employees enthusiastic to work.

#### **5.3.2 Recommendation for Further Research**

5.3.2.1 Further studies should focus on well-being of the employees working in each individual department or section, such as technicians, ground service personnel, and air-craft crew. The results can better help to solve problems of each particular group of employees.

5.3.2.2 Further studies should be added to the samples size, such as Nok Air, Orient Thai Airlines, Thai Air Asia, and Bangkok Airways.

5.3.2.3 Comparison between airlines should be made on the well-being of employees working for the national airline and low-cost airlines, for example.

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## **APPENDICES**

**Appendix A**  
**Questionnaire**

**The Causal Model of Employee Well-Being  
in the Thai Airline Companies**

This questionnaire is part of a dissertation for a Doctoral Degree in Public Administration, Human Resource Management, School of Public Administration, The National Institute of Development Administration (NIDA). The objectives of the study were (1) to ascertain the level of well-being of the employees working for Thai airlines, (2) to find out the variables or factors affecting their well-being, and (3) to identify the factors that have the most, moderate and no effect on their well-being. Data obtained from this questionnaire will be employed only in conducting this dissertation research as a part of the study.

The questionnaire consists of 4 parts. Part 1 concerns the personal information of the informants. Part 2 concerns the factors that affect employee well-being. Part 3 involves employee well-being and part 4 contains suggestions.

**Section 1: Personnel Information**

- 1. Gender  Male  Female
  
- 2. Age.....years
  
- 3. Educational background  lower than Bachelor's degree  
 Bachelor's degree  
 higher than Bachelor's degree
  
- 4. Marital status  single  married  
 widows and widowers  divorced
  
- 5. Work experience.....years

<b>Section 2: Factors</b>
---------------------------

**Organizational Climate**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. You get support from the organization					
2. You get support from your supervisor					
3. Your supervisor is friendly to you					
4. You often get support from your colleagues					
5. Your colleagues are friendly to you					
6. You have an opportunity to participate in the supervisor's decision making on important matters					
7. In sum, how is your organizational climate like? <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Average <input type="checkbox"/> Rather poor <input type="checkbox"/> Poor					
8. How would you rate your organizational climate from 0 to 10? Your rating: .....					

**Work Characteristics**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. The task assigned to you is designed so that it can be carried out easily					

**Work Characteristics (Continued)**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
2. The task assigned to you is designed so that it is safe to carry out					
3. You are able to accomplish the task assigned to you					
4. The task assigned to you requires various kinds of knowledge and skill					
5. The task assigned to you is worth doing					
6. You have freedom to think, make decisions, and make plans for the task you are responsible for					
7. In sum, how are you satisfied with your work characteristics? <input type="checkbox"/> Most <input type="checkbox"/> Much <input type="checkbox"/> Average <input type="checkbox"/> Little <input type="checkbox"/> Least					
8. How would you rate your level of satisfaction with your work characteristics from 0 to 10? Your rating: .....					

**Work Environment**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. You work in a comfortable temperature					
2. You are not disturbed by noises at workplace					
3. Your work place is well lit					

**Work Environment (Continued)**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
4. You always access to work facilities					
5. Equipment and working tools are sufficient					
6. Equipment and working tools are designed to suit the work condition					
7. Your work hours are appropriate					
8. You work under safe environment					
9. In sum, how is your work environment like? <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Average <input type="checkbox"/> Rather poor <input type="checkbox"/> Poor					
10. How would you rate your work environment from 0 to10? Your rating: .....					

**Compensation**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. Your compensation is fair when compared with that given to other employees who hold a similar position					
2. You are satisfied with the salary you receive					
3. You are satisfied with the fringe benefits you receive					

**Compensation (Continued)**

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
4. The compensation given to you is compatible to your knowledge and ability					
5. The compensation given to you is sufficient for living					
6. The compensation given to you is sufficient for living					
7. The compensation given to you motivates you to improve your work performance					
8. In sum, what is your level of satisfaction with your compensation? <input type="checkbox"/> Most <input type="checkbox"/> Much <input type="checkbox"/> Average <input type="checkbox"/> Little <input type="checkbox"/> Least					
9. How would you rate your level of satisfaction with your compensation from 0 to 10? Your rating: .....					

**Work-Life Balance**

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. You don't experience personal life problems because of your work responsibility					
2. You don't have to take leaves to spend time with your family					
3. You do not worry when you have to work beyond your regular work time (work overtime)					

**Work-Life Balance (Continued)**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
4. You have the right to select your days off					
5. You are allowed to change your work time					
6. You don't experience work problems as a result of your responsibility for your personal and family life					
7. In sum, how is work-life balance like? <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Average <input type="checkbox"/> Rather poor <input type="checkbox"/> Poor					
8. How would you rate your work-life balance from 0 to 10? Your rating: .....					

**Section 3 Employee Well-Being**

<b>Statements</b>	All the time	Often	Sometimes	Never	Uncertain
<b>Physical Health</b>					
1. feeling more tired from work than usual					
2. having headache and dizziness frequently					
3. having back pains frequently					
4. not being able to sleep well frequently					
5. experiencing injury from work					
6. not having enough rest					
7. getting ill more often than colleagues					

**Section 3 (Continued)**

<b>Statements</b>	All the time	Often	Sometimes	Never	Uncertain
<b>Mental Health</b>					
1. being optimistic about one's future					
2. having self-esteem					
3. having self-confidence					
4. having an ability to solve problems					
5. not feeling stressed or worried due to work					
6. having opportunities to get acquainted to others					
7. being able to make decisions on certain matters by oneself					

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
<b>Job Satisfaction</b>					
1. feeling enthusiastic to work					
2. having enjoyment in work					
3. not feeling bored with the assigned work					
4. feeling happier with work than others					
5. having more enjoyment in work than others					

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
<b>Employee Engagement</b>					
1. You are proud to tell everyone that you belong to the organization					
2. You want to tell everyone the organization is the best place to work for					
3. You love your organization					
4. Your organization inspires you to do your best in your work					
5. The organization you work for gives you supports to accomplish your tasks					

<p>1. In sum, how is your well-being like?</p> <p> <input type="checkbox"/> Very good                      <input type="checkbox"/> Good                      <input type="checkbox"/> Average  <input type="checkbox"/> Rather poor                      <input type="checkbox"/> Poor         </p>
<p>2. How would you rate your well-being from 0 to 10? Your rating: .....</p>

**Section 4 Suggestions**

What do you think your company should do to improve your well-being?

Please be specific:

1).....

.....  
 .....

2).....

.....  
 .....

**APPENDIX B**  
**The Relationship between the Direct Question**  
**and the Indirect Questions**

## **The Relationship between the Direct Question and the Indirect Questions**

In conducting this study on the causal model of employee well-being in the Thai Airlines, the researcher constructed a questionnaire containing both direct and indirect questions. The purpose of using both question types was to find out whether the results of each question type would influence the direction in data analysis. The analytical approach used here was proposed by Professor Dr. Pichit Pitaktepsombat in his book entitled “To Conduct a Survey Study by Sampling: Theory and Practice”. The researcher has adhered to the approach used in the book in carrying out this dissertation.

In social science research, variables are usually measured by nominal and ordinal scales. Thus, in data analyses of the variables in this field,  $\chi^2$  - Test is the appropriate statistical test. In addition, researchers usually adopt a research concept through reviewing related literature, including related frameworks and theories, as well as ones adapted from other researchers. In constructing the questionnaire, the researcher was required to consider the operational definition of each concept as well as which questions were to be employed in the research. In fact, several operational definitions could be used explain the whole concept. Therefore, the researcher had to formulate numerous questions in order to encompass all the concepts in the review. For example, the concept of “organizational climate” covers the following operational definitions: support from the organization, support from supervisors, friendliness of supervisors, support from colleagues, friendliness of colleagues, and supervisors’ influence on decision making. All of these operational definitions were used to formulate questions in order to measure organizational climate as shown below.

### Organizational Climate

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. You get support from the organization					
2. You get support from your supervisor					
3. Your supervisor is friendly to you					
4. You often get support from your colleagues					
5. Your colleagues are friendly to you					
6. You have an opportunity to participate in the supervisor's decision making on important matters					

#### Indirect questions employed to measure organizational climate

As seen in the questionnaire, there are six questions covering the concept and operational definitions of organizational climate. In the data analysis, the researcher did not perform statistical tests to find correlations between the six questions and the dependent variables. According to Professor Dr. Pichit Pitaktepsombat, direct questions should be asked after the informants have been asked indirect questions. As for the present study on organization climate, the researcher asked the following direct questions.

#### Direct questions employed in measuring organization climate

1. In sum, how is your organizational climate like? <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Average <input type="checkbox"/> Rather poor <input type="checkbox"/> Poor
2. How would you rate your organizational climate from 0 to 10? Your rating: .....

The above two questions were used to measure the organizational climate. Pichit Pitaktepesombat (2000) suggested that in asking direct questions, the researcher should provide the informants with some background information on the issue. Thus, direct questions should be asked after the informants have been asked indirect ones. As for questions 1 and 2 above, there is a difference:

In Question 1, the variables are measured on the ordinal scale, thus a  $\chi^2$ -Test was employed to measure the variables.

In Question 2, the variables are measured on a higher scale, i.e., the interval/ratio scale. Asking direct questions in this manner accommodates the use of more advanced statistical tests.

In addition, when the measurement is at the interval or ratio scale, researchers who want to employ more advanced statistical tests can perform measurements by computing the variables using the SPSS program for Windows. Computing variables can enhance the level of measurement to the interval /ratio scale. In the present study, the organizational climate is measured through six indirect questions, which are in the ordinal scale. If a researcher wanted to alleviate the measurement to the interval or ratio scale, he would have to compute question 1 to question 6, which would result in a measurement at the interval or ratio scale.

Therefore, if a researcher asks both direct and indirect questions, he is seeking to determine whether there is a correlation between asking direct questions and asking indirect questions. If the two question types are correlated, the researcher can use direct questions in his analysis with confidence.

In this study, the direct and indirect questions were found to be correlated. The investigation involved five independent variables that were formulated based on the model proposed. The researcher constructed the questions according to the methodology of Professor Dr. Pichit Pitaktepsombat. The enquiry process began with indirect questions followed by asking direct questions. A statistical test was then conducted to find out whether the two question types were correlated. The test results showed correlations between the direct and indirect questions as presented below.

## 1. Organizational Climate

### Indirect Questions

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. You get support from the organization					
2. You get support from your supervisor					
3. Your supervisor is friendly to you					
4. You often get support from your colleagues					
5. Your colleagues are friendly to you					
6. You have an opportunity to participate in the supervisor's decision making on important matters					

### Direct Question

1. How would you rate your organizational climate from 0 to 10?

Your rating: .....

In testing the correlation of the two question types, the researcher computed the indirect questions to enhance the measurement of the variables and then ran the statistical test using the SPSS program to determine the correlation with the direct questions (the questions that the informants were asked to rate). The results of the correlation testing of the direct question and indirect questions using the SPSS program (direct question and indirect questions items 1-6 after being computed) are shown below.

Table B1 shows that the indirect and direct question were correlated at the statistically significant level of .01, ( $r = .619$ ) as shown in Table B1.

**Table B1** Results of the Test of Correlation between Direct and Indirect Question Regarding Organizational Climate Using the SPSS Program.

**Correlations**

		OCL_C	OCL
OCL_C	Pearson Correlation	1	.619**
	Sig. (2-tailed)	.	.000
	N	399	399
OCL	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	.
	N	399	400

\*\* . Correlation is significant at the 0.01 level

The results obtained from the test performed to find the correlation between direct and indirect question regarding organizational climate confirmed that the two question types were correlated. The researcher thus used direct questions to find the correlation with the dependent variables with confidence.

**2. Work Characteristics**

**Indirect Questions**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. The task assigned to you is designed so that it can be carried out easily					
2. The task assigned to you is designed so that it is safe to carry out					

**Indirect Questions (Continued)**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Uncertain</b>
3. You are able to accomplish the task assigned to you					
4. The task assigned to you requires various kinds of knowledge and skill					
5. The task assigned to you is worth doing					
6. You have freedom to think, make decisions, and make plans for the task you are responsible for					

**Direct Question**

1. How would you rate your level of satisfaction with your work characteristics from 0 to 10? Your rating: .....
--

The results of correlation testing of direct and indirect questions using the SPSS program (direct question and indirect questions items 1-6, after being computed) are shown below.

Table B2 shows that the indirect and direct question were correlated at the statistically significant level of .01, ( $r = .654$ ) as shown in Table B2.

**Table B2** Results of the Test of Correlation between Direct and Indirect Question Regarding Work Characteristics Using the SPSS Program.

**Correlations**

		WCH_C	WCH
WCH_C	Pearson Correlation	1	.654**
	Sig. (2-tailed)	.	.000
	N	400	400
WCH	Pearson Correlation	.654**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level

The results obtained from the test performed to find the correlation between direct and indirect question regarding work characteristics confirmed that the two question types were correlated. The researcher thus used direct questions to find the correlation with dependent variables with confidence.

### 3. Work Environment

#### Indirect Questions

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. You work in a comfortable temperature					
2. You are not disturbed by noises at workplace					
3. Your work place is well lit					
4. You always access to work facilities					
5. Equipment and working tools are sufficient					

**Work Environment (Continued)**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Uncertain</b>
6. Equipment and working tools are designed to suit the work condition					
7. Your work hours are appropriate					
8. You work under safe environment					

**Direct Question**

1. How would you rate your work environment from 0 to10? Your rating: .....
---

The results of correlation testing of the direct and indirect question using the SPSS program (direct question and indirect questions items 1-8 after being computed) are shown below.

Table B3 shows that the direct and indirect question were correlated at the statistically significant level of.01, ( $r = .756$ ), as shown in Table B3.

**Table B3** Results of the Test of Correlation between Direct and Indirect Question Regarding Work Environment Using the SPSS Program

		WEN_C	WEN
WEN_C	Pearson Correlation	1	.756**
	Sig. (2-tailed)	.	.000
	N	399	399
WEN	Pearson Correlation	.756**	1
	Sig. (2-tailed)	.000	.
	N	399	400

\*\* . Correlation is significant at the 0.01 level

The results obtained from the test performed to find the correlation between direct and indirect question regarding work environment confirmed that the two question types were correlated. The researcher thus used direct questions to find the correlation with the dependent variables with confidence.

#### **4. Compensation**

##### **Indirect Questions**

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. Your compensation is fair when compared with that given to other employees who hold a similar position					
2. You are satisfied with the salary you receive					
3. You are satisfied with the fringe benefits you receive					

**Compensation (Continued)**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Uncertain</b>
4. The compensation given to you is compatible to your knowledge and ability					
5. The compensation given to you is sufficient for living					
6. The compensation given to you is sufficient for living					
7. The compensation given to you motivates you to improve your work performance					

**Direct Question**

1. How would you rate your level of satisfaction with your compensation from 0 to 10? Your rating: .....
---

The results of correlation testing of the direct and indirect question using the SPSS program (direct question and indirect questions items 1-7, after being computed) are shown below.

Table B4 shows that the indirect and direct question were correlated at the statistically significant level of .01, ( $r = .747$ ) as shown in Table B4.

**Table B4** Results of the Test of Correlation between Direct and Indirect Question Regarding Compensation Using the SPSS Program.

**Correlations**

		COM_C	COM
COM_C	Pearson Correlation	1	.747**
	Sig. (2-tailed)	.	.000
	N	400	400
COM	Pearson Correlation	.747**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level

The results obtained from the test performed to find the correlation between direct and indirect question regarding compensation confirmed that the two question types were correlated. The researcher thus used direct questions to find the correlation with the dependent variables with confidence.

## 5. Work-Life Balance

### Indirect Questions

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
1. You don't experience personal life problems because of your work responsibility					
2. You don't have to take leaves to spend time with your family					
3. You do not worry when you have to work beyond your regular work time (work overtime)					

**Work-Life Balance (Continued)**

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
4. You have the right to select your days off					
5. You are allowed to change your work time					
6. You don't experience work problems as a result of your responsibility for your personal and family life					

**Direct Question**

1. How would you rate your work-life balance from 0 to 10? Your rating: .....
---

The results of correlation testing of direct and indirect question using the SPSS program (direct question and indirect questions items 1-6 after being computed) are shown below.

Table B5 shows that the indirect and direct question were correlated at the statistically significant level of .01, ( $r = .540$ ) as shown in Table B5.

**Table B5** Results of the Test of Correlation between the Direct and Indirect Question Regarding Work-Life Balance Using the SPSS Program

		WLB_C	WLB
WLB_C	Pearson Correlation	1	.540**
	Sig. (2-tailed)	.	.000
	N	400	400
WLB	Pearson Correlation	.540**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level

The results obtained from the test performed to find the correlation between direct and indirect question regarding work-life balance confirmed that the two question types were correlated. The researcher thus used direct questions to find the correlation with the dependent variables with confidence.

## 6. Employee Well-Being

Statements	All of time	Often	Sometimes	Never	Uncertain
<b>Physical Health</b>					
1. feeling more tired from work than usual					
2. having headache and dizziness frequently					
3. having back pains frequently					
4. not being able to sleep well frequently					
5. experiencing injury from work					
6. not having enough rest					
7. getting ill more often than colleagues					

**Section 3 (Continued)**

<b>Statements</b>	All of time	Often	Sometimes	Never	Uncertain
<b>Mental Health</b>					
1. being optimistic about one's future					
2. having self-esteem					
3. having self-confidence					
4. having an ability to solve problems					
5. not feeling stressed or worried due to work					
6. having opportunities to get acquainted to others					
7. being able to make decisions on certain matters by oneself					

<b>Statements</b>	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
<b>Job Satisfaction</b>					
1. feeling enthusiastic to work					
2. having enjoyment in work					
3. not feeling bored with the assigned work					
4. feeling happier with work than others					
5. having more enjoyment in work than others					

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Uncertain
<b>Employee Engagement</b>					
1. You are proud to tell everyone that you belong to the organization					
2. You want to tell everyone the organization is the best place to work for					
3. You love your organization					
4. Your organization inspires you to do your best in your work					
5. The organization you work for gives you supports to accomplish your tasks					

**Direct Question**

1. How would you rate your well-being from 0 to 10? Your rating: .....
--

The results of correlation testing of direct and indirect question using the SPSS program (indirect questions-which had been computed-measured by four aspects: items 1-7 on physical well-being , items 1-7 on mental well-being, items 1-5 on job satisfaction, and items1-5 on employee attachment to organization; total of 24 indirect questions) are shown below.

Table B6 shows that the indirect and direct question were correlated at the statistically significant level of .01, ( $r = .491$ ), as shown in Table B6.

**Table B6** Results of the Test of Correlation between the Direct and Indirect Question Regarding Employee Well-Being Using the SPSS Program

**Correlations**

		EWB_C	EWB
EWB_C	Pearson Correlation	1	.491**
	Sig. (2-tailed)	.	.000
	N	400	400
EWB	Pearson Correlation	.491**	1
	Sig. (2-tailed)	.000	.
	N	400	400

\*\* . Correlation is significant at the 0.01 level

The results obtained from the test performed to find the correlation between direct and indirect question regarding employee well-being confirmed that the two question types were correlated.

## **BIOGRAPHY**

**NAME**

Sakon Bunsin

**ACADEMIC BACKGROUND**

Bachelor's Degree with a major in Human Resource Management from Ramkhamhaeng University, Bangkok, Thailand in 2006 and a Master's Degree in Public Administration (Human Resource Management) at National Institute of Development Administration, Bangkok, Thailand in 2007