# The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted the Guideline for Adopting the Philosophy of Sufficiency Economy in the Industrial Sector*

Sumrit Yipyintum**

## Abstract

The Sufficiency Economy is a philosophy which has been initiated by His Majesty the King Bhumipol Adulyadej of Thailand. This Philosophy bases on a holistic concept and suggests avoiding extreme thoughts, behaviors, and actions and points the way to a sustainable development, better able to meet challenges arising from both external and internal changes. Recently, the Management System Certification Institute of Thailand (MASCI) and the Institute of Sufficiency Economy (ISE) has developed the Guideline for Adopting the PSE in the Industrial Sector. This Guideline has been introduced as an organization development tool aiming at organizational sustainability. This paper aimed to develop the conceptual framework, illustrating the

**  Ph.D. Candidate, School of Human Resource Development, National Institute of Development Administration

48 Moo 3, Taeparak Road, Muang, Samutprakarn 10270, THAILAND.

E-mail: sumrit@riverpro.co.th

*possible impacts of adopting the Guideline in a manufacturing organization which being drawn upon an extensive literature review on the Philosophy of Sufficiency Economy (PSE), Quality of Work Life (QWL) and Employee Engagement (EE). The proposed conceptual framework suggests that having adopted the Guideline in a manufacturing organization will lead to better employees' quality of work life and more employee engagement and QWL will mediate the relationship between adopting the Guideline and the employee engagement.*

***Keywords:*** *The Philosophy of Sufficiency Economy, Quality of Work Life, Employee Engagement*

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

156

# กรอบแนวคิด: ความสัมพันธ์ระหว่างคุณภาพชีวิตในการทำงาน และความผูกพันของพนักงานในองค์กร ที่มีการประยุกต์ใช้มาตรฐานแนวทางการประยุกต์ใช้ ปรัชญาของเศรษฐกิจพอเพียงในภาคอุตสาหกรรม*

*สัมฤทธิ์ ยิบยินธำ***

## บทคัดย่อ

เศรษฐกิจพอเพียงเป็นปรัชญาที่พระบาทสมเด็จพระเจ้าอยู่หัวภูมิพลอดุลยเดชได้พระราชทานให้แก่ปวงชนชาวไทย ปรัชญาของเศรษฐกิจพอเพียงมีพื้นฐานอยู่บนแนวคิดการพัฒนาแบบองค์รวม และการดำเนินการต่าง ๆ ตามทางสายกลางทั้งในด้านความคิด พฤติกรรม และการกระทำ ซึ่งจะนำไปสู่การพัฒนาที่ยั่งยืน สามารถที่จะรับมือกับการเปลี่ยนแปลง และความท้าทายทั้งจากภายใน และภายนอกที่เกิดขึ้น เมื่อเร็ว ๆ นี้สถาบันรับรองมาตรฐานไอเอสโอร่วมกับสถาบันเศรษฐกิจพอเพียงได้มีการพัฒนา "มาตรฐานแนวทางการประยุกต์ใช้ปรัชญาของเศรษฐกิจพอเพียงในภาคอุตสาหกรรม" ขึ้น เพื่อเป็นเครื่องมือในการพัฒนาองค์กรให้สามารถเติบโตได้อย่างยั่งยืน บทความนี้มีวัตถุประสงค์เพื่อสร้างกรอบแนวคิด ผลลัพธ์จากการที่องค์กรภาคการผลิตได้น้อมนำปรัชญาของเศรษฐกิจพอเพียงไปสู่การปฏิบัติโดยการประยุกต์ใช้มาตรฐานที่ได้กล่าวมาข้างต้น ต่อคุณภาพชีวิตในการทำงาน และความผูกพันของพนักงานโดยผ่านการทบทวนวรรณกรรมที่เกี่ยวข้องอย่างละเอียด ผลการศึกษาได้นำมาซึ่งกรอบแนวคิด

ที่ว่า พนักงานจะมีคุณภาพชีวิตในการทำงาน และความผูกพันกับองค์กรเพิ่มมากขึ้น ภายหลัง ที่องค์กรได้ประยุกต์ใช้ "มาตรฐานแนวทางการประยุกต์ใช้ปรัชญาของเศรษฐกิจพอเพียง ในภาคอุตสาหกรรม" โดยที่คุณภาพชีวิตในการทำงานที่ดีขึ้นเป็นปัจจัยที่ส่งเสริมให้ให้พนักงาน มีความผูกพันกับองค์กรเพิ่มขึ้น

**คำสำคัญ:** ปรัชญาของเศรษฐกิจพอเพียง  คุณภาพชีวิตในการทำงาน  ความผูกพันของพนักงาน

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

158

## Introduction

> *"This **Sufficiency** means to have enough to live on. **Sufficiency** means to lead a reasonably comfortable life, without excess, or overindulgence in luxury, but enough. Some things may seem to be extravagant, but if it brings happiness, it is permissible as long as it is within the means of the individual."*

His Majesty King Bhumipol Adulyadej

Dusit Palace, December 4, 1998

The Sufficiency Economy is a philosophy which has been developed by His Majesty King Bhumipol Adulyadej of Thailand. The philosophy is based on a holistic concept and suggests avoiding extreme thoughts, behaviors, and actions. It points the way to a sustainable development, better able to meet challenges arising from both external and internal changes (Kantabutra, 2008; Kusumavalee, 2009; Piboolsravut, 2004; Sasin, 2010; Warr, 2007; Wilbulsawadi, Piboolsravut & Pootrakool, 2010). In Thailand, Isarangkun Na Ayuthaya, Piboolsravut, Kantabutra, Saratun, and Rungruang (2012) and Pruetipibultham (2010) suggested that the philosophy of sufficiency economy (PSE) has been seen as a uniquely Thai's approach to the sustainability. The PSE is a people-centered and sustainable path toward human development (The Government Public Relations Department, 2006).

However, while the PSE has been widely adopted and well established in an agricultural sector, an adopting in a business sector was still limited (Bhanthumnavin, 2009; Kantabutra, 2008; Piboonlsravut, 2004). However, Kantabutra (2008), Thongpakde (2008), and United Nations Development Program (UNDP, 2007), argued that the PSE can be adapted into every sector not only limited to an agricultural sector. Therefore, in order to promote the adopting of the PSE in a business sector, starting in 2011, the Management System Certification Institute of Thailand (MASCI) and the Institute of Sufficiency Economy (ISE) under supporting budget from the Office of Industrial Economics (OIE) of the Ministry of Industry of Thailand (MOI) developed the Guideline for Adopting the PSE in the Industrial Sector (Guideline). This Guideline has been introduced as an organization development tool aiming at organizational sustainability, referring to maintain balanced development in individual, economic,

social, and environment perspective and to have sustainable organizational growth (OIE & MASCI, 2012).

As Van de Ven (2005) recommended that research could present challenges and encourage opportunities for organizations, this paper aimed to offer the conceptual framework, addressing the possible impacts of adopting the Guideline which being drawn upon an extensive literature review on the Philosophy of Sufficiency Economy (PSE), Quality of Work Life (QWL) and Employee Engagement (EE).

The author believed that the benefits of this paper would not only to an organization which is planning or adapting the PSE or the Guideline, but also to the drafting committee of the MASCI for further improvement of the Guideline. In addition, as sustainable development, nowadays, is the ultimate goal of our humanity (The United Nations Department of Economic and Social Affairs Division for Sustainable Development, 2009), both human resource and organization development (HROD) scholars and practitioners should play a role in preparing us toward sustainable society. Currently, our society and organization needs not only a strategic HROD, aligning HROD with organization's strategies, but we also need a sustainable strategic HROD. This paper might ignite some new ideas to those HROD scholars and practitioners.

## The Philosophy of Sufficiency Economy (PSE)

In 1999, the working group of the National Economic and Social Development Board (NESDB) compiled royal remarks on various occasions and constructed the PSE definition.

> "Sufficiency" means moderation, reasonableness, and the need of self-immunity for sufficient protection from impact arising from internal and external changes. To achieve this, an application of knowledge with due consideration and prudence is essential. In particular, great care is needed in the utilization of theories and methodologies for planning and implementation in every step. At the same time, it is essential to strengthen the moral fiber of the nation, so that everyone, particularly public officials, academics, businessmen at all

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

160

levels, adheres first and foremost to the principle of honesty and integrity. In addition, a way of life based on patience, perseverance, diligence, wisdom and prudence is indispensable to create balance and be able to cope appropriately with critical challenges arising from extensive and rapid socioeconomic, environmental, and cultural changes in the world (Office of the National Economic and Social Development Board, 2005, pp. 5-6).

According to above definition, it clearly demonstrates that the PSE can be adapted into every sector not only limited to an agricultural sector (Kantabutra, 2008; Thongpakde, 2008; UNDP, 2007).

Kusumavalee (2008) summarized that the PSE focuses mainly on six issues, consisting of creating awareness of dynamic changes, preparing for those changes, creating balance between short-term and long-term goals in order to be sustain, recognizing moderation by self-analyzing and self-understanding, seeking knowledge and maintaining ethics and virtues, and being self-reliance and sharing for collective interests. The PSE grounded on anthropology, social science, economics, science, and natural-environmental science (Tungcharoen, 2010). It leads to a harmony, security, and sustainability of individual, organization, and economy (UNDP, 2007).

Pointing specifically to the business sector, Kantabutra (2008), Kusumavalee (2009), Sasin (2010), and Wibulsawadi et al. (2010) supported that the PSE, when was implemented in a business organization, would create self-immunity for coping with changing conditions. An organization would have a well thought-out business plan and be more cautious on expansion. Taking SCG, the Thailand largest cement manufacturing conglomerate, for example, after having adopted the PSE, the company now gives priority to its human resource development program to build a quality workforce that will provide the firm with greater immunity to future uncertainty (Kusumavalee, 2009).

**The Guideline for Adopting the PSE in the Industrial Sector (Guideline).** The main objective of developing the Guideline was to provide understanding and being a general guideline for applying the PSE in a manufacturing organization in order to achieve balanced development among individual, economic, social and environment, and to have organization's sustainable growth. This Guideline based

on the Philosophy of Sufficiency Economy, the principles of His Majesty King Bhumibol on development works, assembled by the Office of the Royal Development Projects Board (RDPB), and experiences in applying the PSE in business organizations and management experiences (OIE & MASCI, 2012). There are four processes in adopting the PSE in an organization, as shown in Figure 1.
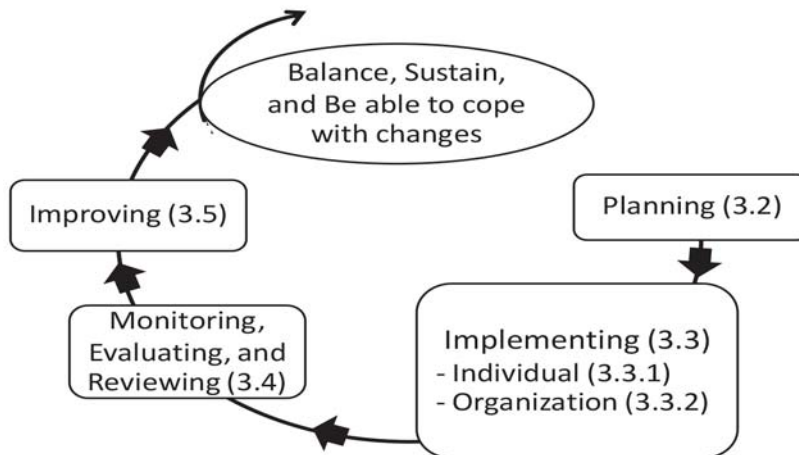


**Figure 1: The Diagram for Applying the Philosophy of Sufficiency Economy in a Manufacturing Organization. Adapted from *The Guideline for Adopting the PSE in the Industrial sector,* p. 2. Copyright 2012 by OIE and MASCI.**

The Guideline provides recommendations for an organization to apply the PSE into action. In general, in adopting the Guideline, (3.1) an organization's top management should play a vital role in leading the adoption, including planning, implementing the plan, monitoring, evaluating and reviewing of execution, and continuously improving the operation from holistic point of view.

In planning process (3.2), the organization should (3.2.1) define the organization's policy(ies), strategy(ies) and program(s) according to the PSE, (3.2.2) deploy those policy(ies), strategy(ies) and program(s) down to an individual level, (3.2.3) communicate those policy(ies), strategy(ies) and program(s) to all stakeholders to understand and be able to take those policy(ies), strategy(ies) and program(s) into action, (3.2.4) allocate sufficient human resources, technology, methodology, budget, tools, and equipments essential to establish, implement,

162

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

maintain, and improve operations and ensure that all resources have been used efficiently and effectively.

In implementation process (3.3), the organization should define course of actions to change employees' and organization's actions, behaviors, and environment in order to achieve moderation and reasonableness through having proper knowledge and maintaining high ethical standard. Those activities should include motivation, integrated processes for perception and attitude changing, and learning. In addition, an organization should ensure that appropriate communication processes are established for both internal and external parties, regarding implementation and effectiveness and result of implementation.

Focusing on an employee as an individual (3.3.1), the organization should establish, put into practice, maintain, and continuously improve action(s), process(es), and working environment to support an individual's behaviors and actions to (3.3.1.1) maintain discipline in life, (3.3.1.2) aware of austerity by properly managing revenue and expenses, (3.3.1.3) adhere to self learning to gain well-round knowledge both for personal life and work benefits, (3.3.1.4) have continuously step by step self improvement, (3.3.1.5) be able to making an appropriate decision according to principle of cause and effect and self-understanding, (3.3.1.6) adhere to the principle of prudence, patience, perseverance, honesty, and integrity, (3.3.1.7) ready to respond to incoming changes, and (3.3.1.8) maintain good work-life balance.

Focusing on the organization (3.3.2), the organization should establish, put into practice, maintain, and continuously improve action(s) and process(es) to (3.3.2.1) create a sustainable organization based on its core competencies and promote ethics as its culture, (3.3.2.2) consider value-adding to all stakeholders while maintaining appropriated business risk management, (3.3.2.3) suitably expand or invest according to organization's capabilities, (3.3.2.4) maintain ethical practices and good governance and consider long-term impacts, (3.3.2.5) consider sharing to development of social, environment, and culture, (3.3.2.6) study, select, and develop technology that harmonizes with requirements of business, social, and geography, (3.3.2.7) encourage an appropriate level of commercial competition (3.3.2.8) be ready to encounter changes both internal and external and expected

and unexpected, (3.3.2.9) promote a learning organization, and (3.3.2.10) encourage activities to harmonize employees within the organization and among the organization, community, and society.

In monitoring, measuring, and reviewing process (3.4), the organization should establish, implement, and maintain a procedure(s) to monitor, measure, and review at planned intervals in order to ensure its conformity of the execution with the established policy(ies) and strategy(ies). In addition, the review should include considering continuing suitability, adequacy, and effectiveness of the programs, demonstrating appropriated correction and corrective actions for achieving planned results, and taking reviewed results to improve future planning.

Finally, in improving (3.5), the organization should continually improve the effectiveness of its operation according to this guideline step by step through the use of policy, objectives, monitoring, measuring, and reviewing, corrective and preventive action, and cooperation among its members and networks.

## Quality of Work Life

Over recent year, the concept of quality of work life (QWL) is increasingly being identified as an indicator related to sustainability of a business organization (Koonmee & Virakul, 2007). QWL is a multi-dimensional concept of behavioral science, associating with remuneration, job satisfaction, job involvement, motivation, opportunity for growth, productivity, health, working condition, safety and well-being, job security, competency development, balance between work and non work life, and etc. (Islam & Siengthai, 2009; Rethinam & Ismail, 2008; Walker, 1992). Although there has been discussed about the definition of QWL, industrial psychologists and management scholars generally accept that QWL deals with the well being of employees (Sirgy, Efraty, Siegel, & Lee, 2001).

The early QWL projects were developed in Europe in the 1950s (Cummings & Worley, 2001). Early practitioners in Great Britain, Ireland, Norway, and Sweden aimed only at developing the workplaces that were better integrated technology and people. Consequently, unions and managements jointly involved in the design of work and resulted in work designs that giving employees high levels of discretion, task variety, and feedback.

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

164

In 1972, the term "Quality of Work Life" was first introduced in the United States of America at Columbia University (Hian & Einstein, 1990). It referred to employees' participation in management decisions that affected their work life and a production process (Havlovic, 1991). QWL involved participation between employees and management in solving work- or quality-related problems, restructuring the nature of work that individuals perform, improving work environment, and creating innovative rewards that would promote a climate of involvement. Those activities aimed at either satisfying employees' needs or eliminating dissatisfaction at work (Scobel, 1975) and were driven by moral concerns (Hian & Einstein, 1990). Consequently, Lawler in 1982 highlighted that the goals of QWL in an organization was not only limited to employees' well-being, but should include productivity. While an effective QWL program improved working conditions--an employee's benefits, it should also lead to greater organizational effectiveness--an employer's benefits (Lau & May, 1998). Lawler indicated that job design played a vital role in order to achieve both higher employee satisfaction and more productivity. Furthermore, Lawler and Mohrman (1985) indicated that there were two ways of looking at what QWL was. One took QWL as organizational conditions and practices, for example, democratic supervision, safe working conditions, and employee involvement. The other referred QWL to employee's perceptions that they were safe, relatively well-satisfied, and able to grow and develop as human beings. Therefore, Cascio in 1992 defined QWL as "giving workers the opportunity to make decisions about their jobs, the design of their workplaces, and what they need to make products or to deliver services most effectively" (p. 21).

Lau and May (1998) empirically examined how the perceived image of a company's quality of work life affect its market and financial performances. In their study, they referred QWL to "the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing employees with rewards, job security, and growth opportunities" (p. 213). According to them, six different criteria to determine the best one hundred companies to work for in the United States, proposed by Levering and Moskowitz (1994 as cited in Lau & May, 1998), were used to reflect employees' perspectives about QWL. These criteria included (1) pay and benefits, (2) opportunities, (3) job security, (4) pride in work

and company, (5) openness and fairness, and (6) camaraderie and friendliness. In summary, they proposed that, adopting QWL program, a company can provide a workplace that satisfies its employees while still be profitable to its investors. "A firm's effort to provide more employee security, benefits, and incentives to boost morale can result in important improvements to the bottom line that will benefit all stakeholders" (Lau & May, 1998, p. 224).

Sirgy et al. (2001) developed the measurement of QWL based on need satisfaction and spillover theories. They defined QWL as "employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace" (p. 242). Their measure was created to "capture the extent to which the work environment, job requirements, supervisory behavior, and ancillary programs in an organization are perceived to meet the needs of an employee" (p. 241). There were seven categories of needs, consisting of (1) health and safety needs, (2) economic and family needs, (3) social needs, (4) esteem needs, (5) actualization needs, (6) knowledge needs, and (7) aesthetic needs.

In addition, Rethinam and Ismail (2008) proposed constructs of QWL based on the European Foundation for the Improvement of Living and Working Condition (EWON), which was believed to be appropriate and reliable in the context of Asia, as in Figure 2.
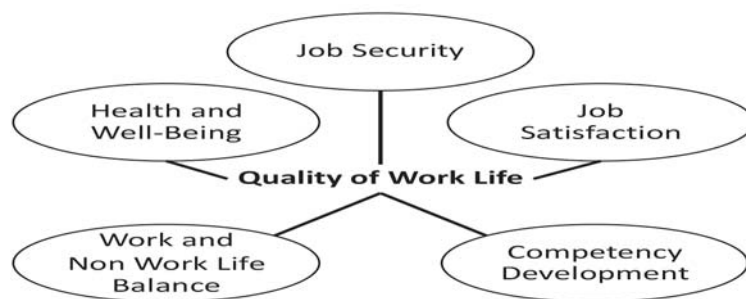


**Figure 2:** **The Constructs of Quality of Work Life. Adapted from "Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals," by G.S. Rethinam and M. Ismail, 2008,** *European Journal of Social Sciences, 7***(1), p. 66. Copyright 2008 by FRDN Incorporated.**

166

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

According to Figure 2, the five dimensions of QWL consist of health and well-being, job security, job satisfaction, competence development, and the balance between work and non-work life. First, health and well-being refers to physical and psychological aspects of individual in working environment. Strain or hazardous work environment and stress, depression, or anxiety that causes physical illness or psychological disorder cause poor QWL. Second, job security represents the strength of the organization to provide employment regardless of the changes. Insecure work environment also leads to poor QWL. Third, "job satisfaction is defined as an employee's level of positive effect towards job" (p. 63). Receiving pay and fringe benefits that meet an expectation, having an opportunity for challenging assignment, being pride of working in the organization, and having supports from supervisors and co-workers are factors that result in job satisfaction. Forth, providing opportunities and stimulating growth in skills and knowledge for career development have also proven to have a positive effect on better QWL. Finally, "employees today are more likely to express a strong desire to have a harmonious balance among career, family life, and leisure activities" (p. 64). Providing balance between work- and non work-life leads to better QWL.

Positive results of QWL have been reviewed by many previous studies, including reducing absenteeism, lowering employee turnover, improving job satisfaction, improving labor relations, and reducing accidents (Cohen, Chang, & Ledford, 1997; Havlovic, 1991; Hian & Einstein, 1990). There was also evidence showing that a happy employee was a productive employee (Sirgy et al., 2001). Finally, QWL does not only contribute to company's ability in recruiting quality employees, but also enhance a company's competitiveness (Lau & May, 1998), including higher productivity, higher quality, and higher profit (Hian & Einstein, 1990).

Table 1 integrated the construct of QWL of Lau and May (1998), Sirgy et al. (2001), and Rethinam and Ismail (2008).

**Table 1: The Integrated Construct of QWL of Lau and May (1998), Sirgy et al. (2001), and Rethinam and Ismail (2008)**

| Rethinam and Ismail (2008) | Sirgy et al. (2001) | Lau and May (1998) |
|---|---|---|
| Job security | Economic needs | Job security |
| Job satisfaction | | Pay and benefits |
| | Actualization needs | Opportunities |
| | | Openness and fairness |
| | Social needs and Esteem needs | Pride in work and company |
| | | Camaraderie and friendliness |
| Health and well-being | Health and safety needs | |
| Competence development | Knowledge needs | |
| Balance between work and non-work life | Family needs | |
| | Aesthetic needs | |

## Employee Engagement

*"It seems that perhaps, in this unstable, uncertain business environment, more than any time in recent history, engaging employees more fully has become a strategic organizational imperative."*

Brad Shuck and Thomas G. Reio, Jr. (2011, p. 424)

Employee Engagement (EE) has recently becoming a popular term among practitioners and scholars in HROD field (Anderson, 2010; Saks, 2006; Shuck & Wollard, 2010). Initially promoted by Gallup Consulting in 1999, the term employee engagement has been widely used among practitioners and business conference presenters (Shuck & Wollard, 2010) where its basis was in practice rather than theory and empirical research (Saks, 2006).

William A. Kahn (1990), an assistant professor of organizational behavior at the Boston University's School of Management, was the first who explored the conditions at work in which people personally engaged and employed their personal effort and disengaged and withdraw their personal effort. Kahn, then, defined personal engagement as "the simultaneous employment and expression of a person's "preferred

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Suficiency Economy in the Industrial Sector

168

self" in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances" (p. 700). Based on psychological theory, Kahn suggested three domains to understand why a person would become engaged in his or her work, consisting of meaningfulness, safety, and availability. Psychological meaningfulness referred to "a feeling that one is receiving a return on investments of one's self in a currency of physical, cognitive, or emotional energy" (pp. 703-704). People felt meaningfulness when they experienced worthwhile, useful, and valuable. Psychological safety donated to "feeling able to show and employ one's self without fear of negative consequences to self-image, status, or career" (p. 708). Finally, "psychological availability is the sense of having the physical, emotional, or psychological resource to personally engage at a particular moment" (p. 714).

In 2002, Harter, Schmidt, and Hayes conducted a meta-analysis to study a relationship among business outcomes, employee satisfaction, and employee engagement. In their study, employee engagement referred to "the individual's involvement and satisfaction with as well as enthusiasm for work" (p. 269). This definition has added one more construct to better explain the phenomenon of employee engagement, emotional state (Shuck & Wollard, 2010). Emotional state donated to "individual's satisfaction". The result from the study revealed that employee satisfaction and engagement were related to business performances.

Alan M. Saks studied antecedents and consequences of job and organization engagements based on social exchange theory in 2006. Saks pointed out the difference among organizational commitment and engagement. While organizational commitment referred to "a person's attitude and attachment towards their organization" (p. 602), engagement was "the degree to which an individual is attentive and absorbed in the performance of their roles" (p. 602). Saks also defined employee engagement as "a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance" (p. 602). In addition, according to social exchange theory, Saks explained that employees would exchange their engagement for resources and benefits, they received from the organization.

Along the side of the development of employee engagement theory around Kahn's (1990) definition, Maslach, Schaufeli, and Leiter in 2001 developed the definition of employee engagement on the opposite or positive antithesis of the concept of burnout. According to Maslach et al. (2001), "engagement is characterized by energy, involvement, and efficacy—the direct opposites of the three burnout dimensions [exhaustion, cynicism, and inefficacy]" (p. 416).

Schaufeli, Bakker, and Salanova in 2006, based on Maslach et al. (2001)'s definition, further developed their own definition. Schaufeli et al. (2006) defined work engagement as "a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 702). Vigor refers to an extent of energy and mental resilience while working, willingness to invest effort in work, and persistence in facing with difficulties. Dedication is characterized by being strongly involved in work and feeling of significance, enthusiasm, inspiration, pride, and challenge. Finally, absorption is defined as being fully concentrated and happily involved in work, whereby time passes quickly and one has difficulties with detaching oneself from work.

However, some practitioners and consultants have defined employee engagement as simple as emotional and intellectual commitment. Among these are Baumruk (2004 as cited in Saks, 2005), Richman (2006), and Soyars and Brusino (2009), for example.

Recently, in 2010, through the process of synthesizing definitions, understanding the historical contexts, and conceptual frameworks of employee engagement, Shuck and Wollard proposed a definition of employee engagement as "an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes" (p. 103). Cognitive engagement refers to "an employee's appraisal of whether his or her work is meaningful and safe as well as whether they have adequate resources to complete their work" (Shuck & Reio, Jr., 2011, p. 422). Employees, who feel their work is meaningful and safe and they have resource to complete the assigned work, start the next process of engagement. On the other hand, employees, who feel on the opposite, might choose to pull or push away from work or an organization (Kahn, 1990). Second, emotional

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

170

engagement is defined as the emotional bond one feels toward his or her organization, such as, pride. Emotional engagement refers to the feeling and beliefs held by employees who are cognitively engaged (Shuck & Reio, Jr., 2011). Employees feel having emotional engagement when they mention that they are satisfy with their work, task, organizational environment, and etc. Finally, behavioral engagement indicates the increased in levels of discretionary effort (Macey & Schneider, 2008). According to Lloyd (2008, as cited in Shuck & Reio, Jr., 2011), discretionary effort is a willingness to go above minimal job responsibilities.

Consequently, Wollard and Shuck (2011) identified and categorized factors leading to employee engagement as in Table 2.

**Table 2: Individual-level and Organizational-level Antecedents of Employee Engagement**

| Individual Antecedents to EE | Organizational Antecedents to EE |
|---|---|
| **Antecedents with empirical evidence** | |
| Absorption | Authentic corporate culture |
| Core self evaluation | Clear expectations |
| Dedication | Corporate social responsibility |
| Higher levels of corporate citizenship | Job characteristics |
| Involvement in meaningful work | Job fit |
| Link individual and organizational goals | Level of task challenge |
| Perceived organizational support | Manager expectations |
| Value congruence | Manager self-efficacy |
| Vigor | Perception of workplace safety |
| Work/life balance | Positive workplace climate |
| | Rewards |
| | Supportive organizational culture |
| | Use of strengths |
| **Antecedents without empirical evidence** | |
| Available to engage | Encouragement |
| Coping style | Feedback |
| Curiosity | Hygiene factors |

Table 2: Individual-level and Organizational-level Antecedents of Employee Engagement (continued)

| Individual Antecedents to EE | Organizational Antecedents to EE |
|---|---|
| Emotional fit | Job control |
| Employee motivation Employee/work/ family status | Leadership Mission and vision |
| | Opportunities for learning |
| Feelings of choice & control | Talent management |
| Optimism | |
| Self-esteem, self-efficacy | |
| Willingness to direct personal energies | |

*Note:* Adapted from "Antecedents to Employee Engagement: A Structured Review of the Literature," by K.K. Wollard and B. Shuck, 2011, *Advances in Developing Human Resources*, *13*(4), p. 433. Copyright 2011 by SAGE Publications.

According to Table 2, Wollard and Shuck have classified the antecedents to employee engagement into 2 categories, the individuals' factors and organizations' factors. While individual antecedents considered the roles of personality of an employee's life both inside and outside of the workplace that relate to engagement, organization antecedents referred to identifying of employees' basis needs for creating organizational conditions for engagement to occur. In addition, while some antecedents have been empirically studied before, some need further empirical research.

The outcomes of employee engagement are generally advocated to what most organizations are looking for (Shuck & Wollard, 2010). Many studies were conducted to study the benefits of employee engagement to organizations. Harter et al. (2002) summarized the consequences of engaged employees in their meta-analysis study. According to Harter et al. (2002), employee engagement related to employee turnover, safety, productivity, customer satisfaction and loyalty, and organization's performances. Empirical evidences suggested that the presence of high levels of employee engagement is thought to enhance job/task performance, organizational citizenship behaviors, discretionary effort, productivity, customer service, and organization's profitability (Buchanan, 2004; Christian, Garza, & Slaughter, 2011; Rich, LePine, & Crawford, 2010; Richman, 2006; Schneider, Macey, Barbera, & Martin, 2009; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). In addition,

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

172

workplaces that successfully develop engaged employees reported to have lower employee turnover and fewer accidents on the job (Fleming, Coffman, & Harter, 2006; May, Gilson, Harter, 2004).

As Schaufeli et al. (2006) described engagement as "a positive, fulfilling work-related state of mind" (p. 702), engaged employees likely have a greater attachment to their organization and lower tendency to leave. This loyal relationship, according to the social exchange theory, will continue accumulate and benefit to both engaged employees and the organization. When both employees and the organization comply with the social exchange theory, individuals continuously engage themselves because of favorable returns from the organization. Then, engaged employees are likely to have positive attitudes and intentions to give more commitments toward the organization (D'Amato & Roome, 2009). These will, thus, create more trusting and good relationship with their manager. Consequently, they will receive more positive consequences, which lead to more engagement.

## Adopting the Guideline as the Organization Development Intervention and Its Impacts on QWL and EE

The field of organization development (OD) has been applied in a wide range of settings and has become a preferred strategy for facilitating changes in an organization (French, Bell, Jr., & Zawacki, 1994). Many definitions were given to OD. Among these are;

Organization development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's "processes," using behavioral-science knowledge (Beckhard, 1969, p. 21).

Organization development is a process used to enhance both the effectiveness of an organization and the well-being of its members through planned intervention (Werner & DeSimone, 2009, p. 463).

As a part of the definitions which was presented above, OD is an effort of planned intervention or planned change. An OD program consists of a systematic diagnosis of an organization, a development of a plan for improvement, and

a management of resources to carry out the effort (Beckhard, 1969). Kusumavalee (2008) synthesized the PSE and the concepts of classical OD and illustrated an alignment that both focuses on humanism and participatory process in creating a change. The humanistic believes that human should pride in ourselves, we should value creativity, and we should fully utilize our self-potential. Participatory requires participation from every participant and gradual steps in development. Adopting the Guideline can be considered as the OD intervention program, aiming at corporate sustainability. It has focused on the long-term health of the organization by balancing among individual- and organization- development, internal- and external-environmental requirements, and current- and future-perspective. In addition, it was designed to be implemented according to Plan-Do-Check-Act (PDCA) cycle (see Figure 1).
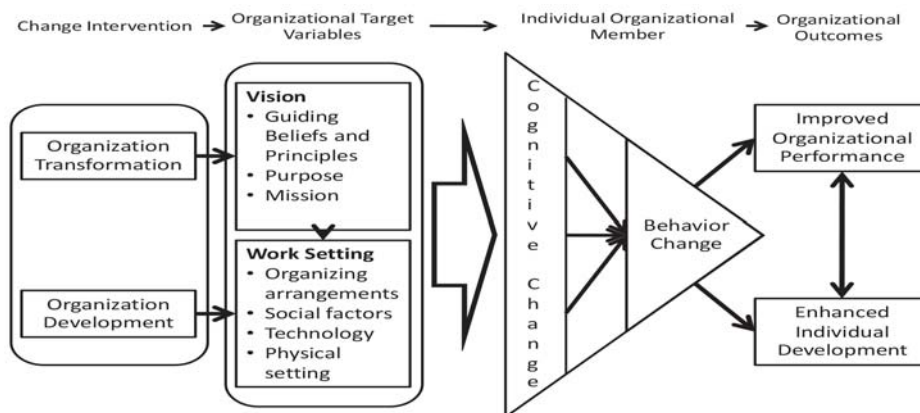


Figure 3: The Model of Planned Change. Adapted from "Organization Development and Transformation," by J.I. Porras and R.C. Silvers, 1991, *Annual Review of Psychology, 42*, p. 53. Copyright 1991 by Annual Reviews Inc.

Considering an outcome of an intervention, Porras and Silvers (1991) proposed the general model of planned change to understand how an organization and its members respond to an intervention (see Figure 3).

The model indicated that a change intervention would firstly alter organizational target variables in order to create cognitive and behavior changes of individual organizational members which will lead to improvement in organizational performance and enhancement in individual development as organizational outcomes. While adopting the Guideline will create changes in

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

174

organizational target variables, considering changes, as the PSE is a people-centered (The Government Public Relations Department, 2006), this study focused changes from employees' perspective, especially changes related to QWL and EE. Table 3 compared the requirements of the Guideline, the integrated construct of QWL as mentioned in Table 1, and the antecedents to EE as mentioned in Table 2.

According to Table 3, because the requirements of the Guideline correspond with the constructs of QWL and the antecedents of EE, the author inductively proposes that having adopted the Guideline in an organization will lead to better QWL and more employee engagement. In addition, QWL mediates the relationship between adopting the Guideline and the employee engagement.

In addition, there were previous studies supporting this relationship. First, Yipyintum (2011) conducted a qualitative case study research in the Ancient Siam, the outdoor museum of Thai culture and architecture that have adopted the PSE for almost four years, to explore how adopting the PSE in the organization has shaped employee's personal and professional experience. Finding revealed that employees were more engaged with the organization as a result of adoption of the PSE. Participants in the study showed her intention-to-stay, organizational citizenship behaviors, discretionary efforts, and sense of ownership. Moreover, Sritanyarat, Jienthanakanond, and Yipyintum (2012) conducted another case study in the Chumphon Cabana Resort and Diving Center. The resort was recognized as one of the successfully adopted the PSE organizations by the Office of the Royal Development Projects Board (RDPB) in 2007. The study found that employees in the organization that has successfully adopted the PSE has been happily working with the organization, they felt that the organization was the right place for them to work and live their lives, and they were proud of being with the organization. They have engaged with the organization.

Considering a period of time between the intervention and the changed results in employee engagement, the author found out that there was limited number of studies. Wollard & Shuck (2011) suggested that engagement was the occurrence, occurring at fleeting moments of time. In addition, there is always fluctuation in engagement over time (Evans & Redfern, 2010). However, Soponkij did an action research study in 2010 to study the changes in employee engagement before and

after the OD intervention of leadership development. The finding revealed that, only after five months of intervention, there was an increasing in number of engaged employees.

**Table 3: Comparing the Requirements of the Guideline, the Construct of QWL, and the Antecedents of Employee Engagement**

| The Requirements of the Guideline | The Construct of QWL | The Antecedents of EE |
|---|---|---|
| 3.1 An organization's top management should play a vital role in leading the adoption, including planning, implementing the plan, monitoring, evaluating and reviewing of execution, and continuously improving the operation from holistic point of view. | | Leadership mission and vision |
| 3.2.1 The organization should define the organization's policy(ies), strategy(ies) and program(s) according to the PSE. | | |
| 3.2.2 The organization should deploy those policy(ies), strategy(ies) and program(s) down to an individual level. | | Clear expectations, Link individual and organizational goals |
| 3.2.3 The organization should communicate those policy(ies), strategy(ies) and program(s) to all stakeholders to understand and be able to take those policy(ies), strategy(ies) and program(s) into action. | | Clear expectations |
| 3.2.4 The organization should allocate sufficient human resources, technology, methodology, budget, tools, and equipments essential to establish, implement, maintain, and improve operations and ensure that all resources have been used efficiently and effectively. | | Perceived organizational support, Supportive organizational culture |

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

176

**Table 3: Comparing the Requirements of the Guideline, the Construct of QWL, and the Antecedents of Employee Engagement (continued)**

| The Requirements of the Guideline | The Construct of QWL | The Antecedents of EE |
|---|---|---|
| 3.3 The organization should define course of actions to change employees' and organization's actions, behaviors, and environment in order to achieve moderation and reasonableness through having proper knowledge and maintaining high ethical standard. Those activities should include motivation, integrated processes for perception and attitude changing, and learning. In addition, an organization should ensure that appropriate communication processes are established for both internal and external parties, regarding implementation and effectiveness and result of implementation. | | |
| 3.3.1 The organization should establish, put into practice, maintain, and continuously improve action(s), process(es), and working environment to support an individual's behaviors and actions to | | Perceived organizational support, Supportive organizational culture |
| 3.3.1.1 maintain discipline in life | Actualization needs | Emotional fit |
| 3.3.1.2 aware of austerity by properly managing revenue and expenses | Economic needs | |
| 3.3.1.3 adhere to self learning to gain well-round knowledge both for personal life and work benefits | Knowledge needs, Competence development | Opportunities for learning |
| 3.3.1.4 have continuously step by step to self improvement | Actualization needs, Competence development | Opportunities for learning |

**Table 3: Comparing the Requirements of the Guideline, the Construct of QWL, and the Antecedents of Employee Engagement (continued)**

| The Requirements of the Guideline | The Construct of QWL | The Antecedents of EE |
|---|---|---|
| 3.3.1.5 be able to making a appropriate decision according to principle of cause and effect and self-understanding | Health and safety needs, Esteem needs | |
| 3.3.1.6 adhere to the principle of prudence, patience, perseverance, honesty, and integrity | Actualization needs, Aesthetic needs | |
| 3.3.1.7 ready to respond to incoming changes | Job security | |
| 3.3.1.8 maintain good work-life balance | Family needs, Balance between work and non-work life | Employee/ work/ family status, Work/ life balance |
| 3.3.2 The organization should establish, put into practice, maintain, and continuously improve action(s) and process(es) to | | |
| 3.3.2.1 create a sustainable organization based on its core competencies and promote ethics as its culture | Job security | Authentic corporate culture, Use of strengths |
| 3.3.2.2 consider value-adding to all stakeholders while maintaining appropriated business risk management | Job security, Pride in work and company | |
| 3.3.2.3 suitably expand or invest according to organization's capabilities | Job security | |
| 3.3.2.4 maintain ethical practices and good governance and consider long-term impacts | Job security, Pride in work and company | Corporate social responsibility |
| 3.3.2.5 consider sharing to development of social, environment, and culture | Job security, Pride in work and company | Corporate social responsibility |

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

178

**Table 3: Comparing the Requirements of the Guideline, the Construct of QWL, and the Antecedents of Employee Engagement (continued)**

| The Requirements of the Guideline | The Construct of QWL | The Antecedents of EE |
|---|---|---|
| 3.3.2.6 study, select, and develop technology that harmonizes with requirements of business, social, and geography | Job security | |
| 3.3.2.7 encourage an appropriate level of commercial competition | Job security | Corporate social responsibility |
| 3.3.2.8 be ready to encounter changes both internal and external and expected and unexpected | Job security | |
| 3.3.2.9 promote a learning organization, and. | Knowledge needs, Competency development | Encouragement, Opportunity for learning |
| 3.3.2.10 encourage activities to harmonize employees within the organization and among the organization, community, and society | Social needs, Camaraderie and friendliness | Positive workplace climate, Corporate social responsibility |
| 3.4 The organization should establish, implement, and maintain a procedure(s) to monitor, measure, and review at planned intervals in order to ensure its conformity of the execution with the established policy(ies) and strategy(ies). In addition, the review should include considering continuing suitability, adequacy, and effectiveness of the programs, demonstrating appropriated correction and corrective actions for achieving planned results, and taking reviewed results to improve future planning. | | Feedback |

Table 3: Comparing the Requirements of the Guideline, the Construct of QWL, and the Antecedents of Employee Engagement (continued)

| The Requirements of the Guideline | The Construct of QWL | The Antecedents of EE |
|---|---|---|
| 3.5 The organization should continually improve the effectiveness of its operation according to this guideline step by step through the use of policy, objectives, monitoring, measuring, and reviewing, corrective and preventive action, and cooperation among its members and networks. | | Feedback |

*Note*: While the requirements is adapted from *The Guideline for Adopting the PSE in the Industrial sector*, Copyright 2012 by OIE and MASCI, the antecedents to EE is adapted from "Antecedents to Employee Engagement: A Structured Review of the Literature," by K.K. Wollard and B. Shuck, 2011, *Advances in Developing Human Resources*, *13*(4), p. 433. Copyright 2011 by SAGE Publications.

## Conclusion

This paper has considered in detail the literature relating to the Philosophy of Sufficiency Economy (PSE), Quality of Work Life (QWL), and Employee Engagement (EE) to develop a conceptual framework, illustrating the relationship among having adopted the Guideline for Adopting the PSE in the Industrial Sector, QWL, and EE as illustrated in Figure 4.

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector
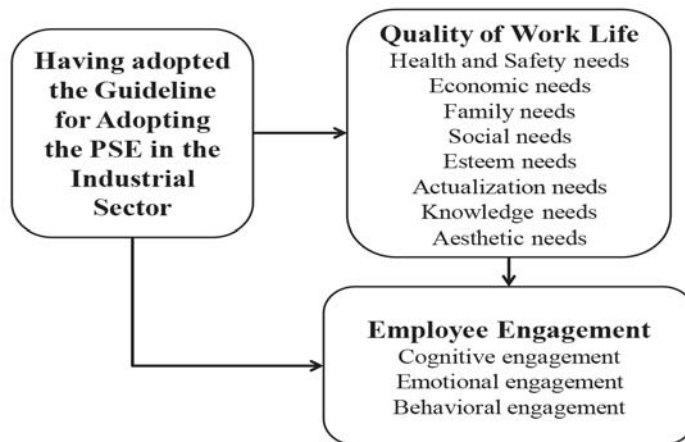
180

**Figure 4: The Conceptual Framework, Illustrating the Relationship among Adopting the Guideline for Adopting the PSE in a Manufacturing Organization, QWL, and EE**

The framework proposes that having adopted the Guideline in an organization leads to better employees' quality of work life and more employee engagement. In addition, QWL can be considered to mediate the relationship between adopting the Guideline and employee engagement.

Even though, the framework might not be able to directly indicate benefits to an organization that adopted the Guideline, the outcomes of having productive and engaged employees because they are happy from having a good quality of work life and they have positive attitudes and intentions to give more commitments toward the organization are generally advocated to what most organizations are looking for.

Finally, further research to validate this conceptual framework is required.

# References

Anderson, D.L. (2010). *Organization Development: The Process of Leading Organizational Change.* Thousand Oaks, CA: SAGE.

Beckhard, R. (1969). *Organization Development: Strategies and Models.* Massachusetts, MA: Addison-Wesley.

Bhanthumnavin, D. (2008). Factor analytic construction of new psycho-causal indicators of sustainable social development. *Human Resource and Organization Development Journal, 1*, 12-22.

Buchanan, L. (2004). The things they do for love. *Harvard Business Review, 82*(12), 19-20.

Cascio, W.F. (1992). *Managing Human Resource: Productivity, Quality of Work Life, Profits 3$^{rd}$ edition.* Singapore: McGraw-Hill.

Christian, M.S., Garza, A.S., & Slaughter, J.E. (2011). Work engagement: A quantitative review and test of its relations with and contextual performance. *Personnel Psychology, 64*(1), 89-136.

Cohen, S.G., Chang, L. & Ledford, G.E. Jr. (1997). A hierarchical construct of self-management leadership and its relationship to quality of work life and perceived work group effectiveness. *Personnel Psychology, 50*(2), 275-308.

Cummings, T.G., & Worley, C.G. (1993). *Organization Development and Change.* Minneapolis, MN: West Publishing.

D'Amato, A., & Roome, N. (2009). Toward an integrated model of leadership for corporate responsibility and sustainable development: A process model of corporate responsibility beyond management innovation. *Corporate Governance, 9*(4), 421-434.

Evans, C.A., & Redfern, D.C. (2010). How can employee engagement be improved at RRG Group? Part 1. *Industrial and Commercial Training, 42*(5), 265-269.

Fleming, J.H., Coffman, C., & Harter, J.K. (2006). Manage your human sigma. *Harvard Business Review on the High-Performance Organization.* Boston, MA: Harvard Business School Press.

French, W.L., Bell, Jr., C.H., & Zawacki, R.A. (1994). *Organization Development and Transformation: Managing Effective Change.* Burr Ridge, IL: Irwin.

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

182

Harter, J.K., Hayes, T.L., & Schmidt, F.L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of Applied Psychology, 87*(2), 268-279. Doi:10.1037//0021-9010.87.2.268

Havlovic, S.J. (1991). Quality of work life and human resource outcomes. *Industrial Relations, 30*(3), 469-479.

Hian, C.C., & Einstein, W.O. (1990). Quality of work life (QWL): What can unions do? *SAM Advanced Management Journal, 55*(2), 17-22.

Isarangkun Na Ayuthaya, C., Piboolsravut, P., Kantabutra, S., Saratun, M., & Rungruang, P. (2012). *Managing People for Sustainability: Experiences from Thailand.* Dusit, Bangkok: The Crown Property Bureau.

Islam, M.Z., & Siengthai, S. (2009, July). *Quality of work life and organizational performance: Empirical evidence from Dhaka export processing zone.* Paper presented at the ILO conference on Regulating for Decent Work, Geneva, Switzerland. Retrieved from http://www.ilo.org/legacy/english/ protection/travail/pdf/rdwpaper37a.pdf

Kahn, W. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692-724.

Kantabutra, S. (2008). Development of the sufficiency economy philosophy in the Thai business sector: evidence, future research & policy implications. Retrieved from http://www.sufficiencyeconomy.org/old/en/files/26.pdf

Koonmee, K., Virakul, B. (2007). Ethics, quality of work life, and employee job-related outcomes: A survey of HR and marketing managers in Thai businesses. *NIDA Development Journal, 47*(4), 67-97.

Kusumavalee, S. (2008). Philosophy of sufficiency economy and organization development. In N. Chansom & N. Thongpakde (Eds.), *ปรัชญาของเศรษฐกิจ พอเพียงกับการบริหารการพัฒนา [Philosophy of Sufficiency Economy and Development Administration]* (pp. 293-335). Bangkapi, Bangkok: the Center for Sufficiency Economy Study of the National Institute of Development Administration.

Kusumavalee, S. (2009). Philosophy of sufficiency economy in the large scale enterprise: A case study of human capital management in the Siam Cement

Group. *Human Resource and Organization Development Journal*, *1*(1), 80-90.

Lau, R.S.M., & May, B.E. (1998). A win-win paradigm for quality of work life and business performance. *Human Resource Development Quarterly, 9*(3), 211-226.

Lawler, E.E. (1982). Strategies for improving the quality of work life. *American Psychologist, 37*, 486-493.

Lawler, E.E., & Mohrman, S.A. (1985). Quality circles after the fad. *Harvard Business Review, 85*(1), 65-71.

Macey, W.H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, *1*, 3-30.

Maslash, C., Schaufeli, W.B., & Leiter, M.P. (2011). Job burnout. *Annual Review of Psychology, 52*, 397-422.

May, D.R., Gilson, R.L., & Harter, L.M. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. *Journal of Occupational Psychology*, *77*, 11-37.

Office of the National Economic and Social Development Board. (2005). *นานาคำถาม เกี่ยวกับปรัชญาของเศรษฐกิจพอเพียง [Questions about the Philosophy of Sufficiency Economy]*. Bangkok: Author.

Piboolsravut, P. (2004). Sufficiency economy. *ASEAN Economic Bulletin*, *21*(1), 127-134.

Porras, J.I., & Silvers, R.C. (1991). Organization development and transformation. *Annual Review of Psychology, 42*, 51-78.

Pruetipibultham, O. (2010). The sufficiency economy philosophy and strategic HRD: a sustainable development for Thailand. *Human Resource Development International, 13*(1), 99-110. doi:10.1080/13678861003589073

Rethinam, G.S. & Ismail, M. (2008). Constructs of quality of work life: A perspective of information and technology professionals. *European Journal of Social Sciences, 7*, 58-70.

Rich, B.L., Lepine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, *53*(3), 617-635.

Richman, A. (2006, January). Everyone wants an engaged workforce: How can you create it?. *Workspan*, *49*, 36-39.

Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*(7), 600-619. doi:10.1108/02683940610690169

Sasin Graduate Institute of Business Administration of Chulalongkorn University. (Sasin, 2010). *Corporate Sustainability under the Sufficiency Economy Philosophy,* Pathumwan, Bangkok: Author.

Schaufeli, W.B., Bakker, A.B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire. *Educational and Psychological Measurement, 66*(4), 701-716. doi:10.1177/0013164405282471

Schneider, B., Macey, W.H., Barbera, K.M., & Martin, N. (2009). Driving customer satisfaction and financial success through employee engagement. *People & Strategy*, *32*(2), 22-27.

Scobel, D.N. (1975). Doing away with the factory blues. *Harvard Business Review, 53*(6), 132-142.

Shuck, B., & Reio, Jr., T.G. (2011). The employee engagement landscape and HRD: How do we link theory and scholarship to current practice?. *Advances in Developing Human Resources*, *13*(4), 419-428. doi:10.1177/1523422311431153

Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, *9*(1), 89-110. doi:10.1177/1534484309353560

Sirgy, M.J., Efraty, D., Siegel, P., & Lee, D.J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research, 55*, 241-302.

Soponkij, U. (2010). The ODI impact of leadership styles, shared values and skills on employee satisfaction elements and employee engagement: A case study of a mid-size company in Thailand. *AU-GSB e-JOURNAL, 3*(1), 27-44. Advance online publication. Retrieved from http://gsbejournal.au.edu/4V/Journals/3.pdf

Soyars, M., & Brusino, J. (2009, March). Essentials of engagement: Contributing, connections, growth and advancement. *T+D*, 62-65.

Sritanyarat, D., Jienthanakanond, C., & Yipyintum, S. (2012). A study of leadership in the organization that has successfully adopted the philosophy of sufficiency economy: The case study of the Chumphon Cabana Resort and Diving Center. Manuscript submitted for publication.

The Government Public Relations Department, (2006). Sufficiency Economy Philosophy Wins International Acclaim. *Inside Thailand Review 2006: Sufficiency Economy.* Retrieved from http://thailand.prd.go.th/ebook/review/content. php?chapterID=34

The Office of Industrial Economics & the Management System Certification Institute of Thailand (OIE & MASCI, 2012). *มาตรฐานแนวทางการประยุกต์ใช้ปรัชญาของเศรษฐกิจพอเพียงในภาคอุตสาหกรรม [The Guideline for Adopting the Philosophy of Sufficiency Economy in the Industrial Sector].* Bangkok: Author.

The United Nations Department of Economic and Social Affairs Division for Sustainable Development. (2009). About the UN Commission on Sustainable Development (CSD). Retrieved from http://www.un.org/esa/dsd/csd/csd_aboucsd.shtml?utm_source=OldRedirect&utm_medium=redirect&utm_content=dsd&utm_campaign=OldRedirect

The United Nations Development Programme. (UNDP, 2007). *Thailand Human Development Report 2007: Sufficiency Economy and Human Development.* Dusit, Bangkok: Author.

Thongpakde, N. (2008). Sufficiency economy philosophy: historical background and interpretation. In N. Chansom & N. Thongpakde (Eds.), *ปรัชญาของเศรษฐกิจพอเพียงกับการบริหารการพัฒนา [Philosophy of Sufficiency Economy and Development Administration]* (7-23). Bangkapi, Bangkok: the Center for Sufficiency Economy Study of the National Institute of Development Administration.

Tungcharoen, W. (2010). Crisis-free state through sufficiency economy. *Bodhi Research Journal: A Journal on Holistic Sustainable Development*, *1*(1), 49-58.

Van de Van, A.H. (2005). Forward: Advancing research in organizations through learning communities. In R.A. Swanson & E.F. Holton III, (Eds.). *Research in organizations* (pp.xii-xvi). San Francisco, CA: Berrett-Koehler Publishers. Inc.

Walker, J.W. (1992). *Human Resource Strategy.* Singapore: McGraw-Hill.

Warr, P. (2007, June). *The economics of enough: Thailand's 'Sufficiency economy' debate.* Paper presented at the International Conference on "Happiness and Public Policy", United Nations Convention Center (UNCC), Bangkok.

The Conceptual Framework: The Quality of Work Life and Employee Engagement in an Organization that Has Adopted
the Guideline for Adopting the Philosophy of Sufciency Economy in the Industrial Sector

186

Werner, J.M., & DeSimone, R.L. (2009). *Human Resource Development* (5<sup>th</sup> ed.). Mason, OH: South-Western Cengage Learning.

Wibulswasdi, C., Piboolsravut, P., & Pootrakool, K. (2010). *Sufficiency economy philosophy and development.* Dusit, Bangkok: Sufficiency Economy Research Project of the Bureau of the Crown Property.

Wollard, K.K., & Shuck, B. (2011). Antecedents to employee engagement: A structured review of the literature. *Advances in Developing Human Resources, 13*(4), 429-446. doi:10.1177/1523422311431220

Xanthopoulou, D., Bakker, A.B., Demerouti, E., & Schaufeli, W.B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior, 74*(3), 235-244. doi:10.1016/j.jvb.2008.11.003

Yipyintum, S. (2011). A pilot study of a qualitative analysis of experience of employees in the organization that has adopted the philosophy of the sufficiency economy: The case study of the Ancient Siam. In M. Ismail, A.M. Osman-Gani, & R.M. Rasdi (Eds.), *Proceedings of the 10<sup>th</sup> International Conference of the Academy of HRD (Asia Chapter)* [Adobe Digital Editions version]. Kuala Lumpur, Malaysia: Department of Professional Development & Continuing Education, Faculty of Educational Studies. Universiti Putra Malaysia, and Academy of Human Resource Development.