A STRUCTURAL EQUATION MODEL OF BUSINESS ETHICS ORGANIZATION CULTURE EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE OF FLIGHT ATTENDANT

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

Title of Dissertation	A STRUCTURAL EQUATION MODEL OF BUSINESS ETHICS ORGANIZATION CULTURE EMPLOYEE ENGAGEMENTAND JOB PERFORMANCE OF FLIGHT ATTENDANT
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The objectives of this research were to study and verify structural equation model of business ethics, organization culture, employee engagement and job performance of flight attendants. The sample group comprised of premium airlines' flight attendants. The multiple variables were 10-20 times of observed variables. Since 16 observed variables were set in this research, the sample group size was determined as 20 times of variables. Thus, the appropriate sample group size was at least 320 cases. To ensure that congruence test of empirical data hypothesis model more reliable, 98 cases were added to the sample group. As a result, the sample group in this research contained 418 cases. The research tool was closed-ended questions relevant to business ethics, organization culture, employee engagement and job performance. Moreover, the descriptive statistics were used for data analysis. The SPSS version 22 software was applied for analysis. The inferential statistics was applied with AMOS to analyze affirmative components and verify structural equation model of business ethics, organization culture, employee engagement and job performance of flight attendants. The variables included: independent variable was business ethics and organization culture; mediating variable was employee engagement; and dependent variable was job performance.

The findings were summarized below. The structural equation model was compliant with empirical data (X^2=142.195, df=81, X^2/df = 1.755, p =.000, AGFI=.993, GFI=.960, NFI=.968, CFI=.968, CFI=.986, RMSEA=.43) For business ethics aspect, public benefit in mind should be pick up as the first priority. It is recommended that organization considers benefits of all stakeholders resulting in commitment of flight attendants. Apart from that, airlines should emphasize on quality service to make customers impressive, followed by consistent flight attendant competency development

and focus on environment, respectively. For the aspect of organization culture, airlines should target task dimension that is employees attempt to complete designated job, followed by rewards in line with designated job accomplishment, career path relies on job achievement, job designation in accordance with individual competencies, focus on designated duties, and job designation in accordance with group competencies resulting in commitment of flight attendants. Besides, the aspect of employee engagement, it is suggested that airlines should pay attention to protect the organization's image and prestige as first and foremost, namely, good feeling towards organization resulting in good and efficient working behavior; positive speaking about organization resulting in good and efficient working behavior; and engage in protecting organization fame resulting in good and efficient working behavior, respectively. Finally, for job performance part, airlines should give importance to interaction and cooperation as follows: commitment resulting in readiness to work together with other flight attendants, commitment resulting in readiness to work with others; commitment resulting in interaction with others in organization; commitment resulting in acceptance of regulations; and standards of organization, respectively

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CHAPTER 1

INTRODUCTION

1.1 Background and significance of the issue

In the current economic crisis, many organizations, especially business related organizations, are competing in an intense or serious competition to gain more market share, sales or profits (Chongwisarn, 2007). Every organization thus creates various elements in order to be able to carry out its activities effectively as well as creates a working mechanism for different employees to work together to achieve their common objectives and goals. It can be seen that employees in the organizations are very important and valuable to the organizations. Without employees, other resources are worthless because employees are users of managerial resources, including money, materials and work practices, to achieve the objective and goals of the organizations. Therefore, the organizations define the behaviors and duties that employees must perform in order to achieve their established targets (Horadarn, 1987).

The growth of the aviation business has developed rapidly in the form of increasing global competition in the international aviation industry, especially in the premium aviation business with worldwide operations and aviation (Forbes, 2015). Premium aviation business with competitive potential is required to provide services covering key regions of the world and get prepared to adapt itself to globalization and higher competition (Jittungwattana, 2008); (Kunkaew, 2012). Apart from price war, premium aviation businesses are competing in terms of qualities of services and staff. Since Thailand has only two full service airline operators namely Thai Airways International Public Co., Ltd. (TG) and Bangkok Airways Public Co., Ltd. (PG), there is plenty of room for full service airlines to generate revenues. The Siam Commercial Bank's Economic Intelligence Center (EIC) projected that revenues of full service airlines tend to reach 215 billion Baht (Techsauce, 2019). Thai Airways International

Public Co., Ltd. (TG) and Bangkok Airways Public Co., Ltd. (PG) separately have policies to expand their fleets for strengthening their competitiveness. Moreover, they focus on improvement, change and development of services to make them more outstanding, attractive, and impressive to customers such as Michelin star, meals are served on flight (Passion, 2019). As Thailand's open sky policy directly affects to premium aviation business, they have to compete with other premium airlines and several new budget airlines. As a results, both Thai Airways International Public Co., Ltd. (TG) and Bangkok Airways Public Co., Ltd. (PG) are forced to improve and develop themselves for better competitiveness. As aforementioned, Thai Airways International Public Co., Ltd. (TG) and Bangkok Airways Public Co., Ltd. (PG) have to improve themselves to respond to intense competitions. Personnel is thus a priority factor to bring each organization including TG and PG to their determined goal - organization success. Quality personnel means not only working competency but also engagement to push the organization to success. It is necessary for the organization to retain these talents. If they are unable to retain them, they may face problems in operation. Hence, building employee engagement with the organization is vital. The organizational engagement includes attitudes and behaviors of individual which can reflect organization efficiency. If members lack engagement with the organization, it will cause disadvantage to the organization and undesired behaviors such as duty negligence and substandard services. Organizational engagement is definitely significant to employee working behavior, organization efficiency and effectiveness and decreased problems in human resources management. As factors of personnel are various based on different family nurture and socialization such as academics, religions, teachers, instructors, friends and social environment, the efficiency and effectiveness of the organization resulting from personal behavior are different. It is necessary to determine the right direction for employees to uphold. The ethics are applied to maintain the organization standards in good direction and compliant with the company regulations and at the same time not against personal ethics. Besides, organizational culture is condition to build working environment which either enhance or lessen working quality of personnel. Good ethics standard and organizational culture help personnel engage to job and provide efficient and effective works.

Therefore, it is imperative that the premium aviation business need to have competent personnel who can achieve the goals of their organization as planned and that these personnel still remain with their organization and are ready to devote themselves to the organization with their faith and acceptance towards goals and values of the organization, including fully utilizing their energy for the organization as well as having a strong desire to remain a member of the organization (Porter, 1974). The corporate culture determines the behavior of the organization's people, which is critical to the success of management and enhances efficiency of its operations (Singtae, 2011). The business ethics can create a good image, affect the organization's trade position and consumers' loyalty, and result in a trust from both consumers and its own employees. When the trust have been built for employees of the organization, the business ethics can then contribute to the engagement of the personnel because they have love, faith and pride towards their organization, which will lead to quality performance and full capacity of production. Of course, the ethical organization treating every employee fairly and humanely with continuous improvement is loved and committed by its employees whose body, mind and thought are fully dedicated for the organization in every job, which leads to good performance and quality and complete services (Wachangngen, 2003).

The excellent performance of people in the organizations is what the organizations want to happen in order to achieve their objectives. This includes achieving the persons' objectives in terms of positions, job responsibilities, challenging tasks, wages, and acceptance of others. This excellent performance will be something that can demonstrate the success of an organization (Dirks, 2002).

However, to be able to achieve a great performance, there must be many components involved. Business ethics is an important element according to the theory of ethical tree for Thai people. Duangdurn Pantumanawin described the behaviors of good and talented people like the fruits on the trees, such as mangoes. Big and tasty mangoes depend on complete trunk and roots. Five mental traits are regarded as the trunk of an ethical tree, which results in behaviors, including (1) attitudes, morals and values associated with the behaviors being considered, (2) ethical reasoning or collective altruism and universal principles rather than selfishness, (3) future oriented nature or prediction and self-control to wait properly, (4) belief that what goes around,

comes around, and (5) motivation for achievement and perseverance until success according to the established goals. If a person has these five mental traits, such person will always have behaviors of good and talented people. (Panthumnanawin & Prachonpajanuek, 1977). Therefore, having good and talented people in the organizations, they can achieve their goals as intended. The business operations should apply moral standards to the behaviors of individuals in the organizations (Buchholtz, 1989); (Frederick, 1992). Business ethics has no specific ethical concepts that differ from general ethics and that apply only to business (Post, 2002b) and it is aimed at promoting the policies and goals of the business sector to contribute to sustainable success and social responsibility. It also creates a balance among stakeholders in that business, such as investors, employees, customers, financial institutions, government, community, and environment (Boonbongkarn, 2011). So, in any business operations to create a business return to investors and to satisfy service users, it needs to be fair to all parties, including a mechanism to deal with other elements, such as people, resources, society and technology, which must be justified with every element as well.

Determining organizational behaviors of employees within an organization is to ensure that these employees are working to meet their organizational goals as well as that they focus on what is best for their organization in the future. One factor that can determine the behaviors and acts of employees to lead to their organizational goals is organizational culture (Naweekarn, 2002). Organizational culture is an important element of each organization because it serves to cast personnel within the organization to have beliefs, values, norms, work practices and behaviors in the same direction. As a result, each organization is unique and different from other organizations (Waranusantikul, 2004) and organizational culture is able to solve the fundamental problems in organizations, such as determining proper acts of individuals when they are in their organizations and reducing the needs for various decisions (Wongwaisayawan, 1997). Thus, an organization with an appropriate organizational culture can further progress; however, an inappropriate organizational culture can hinder the growth of such organization.

Discretionary effort is critical to organizations, which comes from the commitment of employees to their organizations (Lloyd, 2008). It is a voluntary effort that is higher than minimum need to the organization's targets as well as it includes dedicating special time to accomplish the tasks faster. It is an important factor for the organizations and it can affect employee engagement (J. P. M. Campbell, R. A.; Oppler, S. H. and Sager, C. E. , 1993); (J. K. S. Harter, F. L., and Hayes, T, 2002); (Kahn, 1990); (Saks, 2006) and (S. G. Kular, M.; Rees, C.; Soane, E. and Truss, K. , 2008); (Saks, 2006) provided a definition of employee engagement to the organizations in terms of employee involvement with a link between discretionary effort and employee engagement. Many studies also support the use of this discretionary effort as a parameter of employee engagement (Lloyd, 2008). In addition, some studies indicated that competency and independence are important factors in predicting discretionary effort. The research results showed that the appropriate roles and behaviors and good membership of the organizations may be in the employee engagement to the organizations, but discretionary effort is a common result between employees who have good work experience and good working atmosphere, which makes this discretionary effort a voluntary effort that exceeds the minimum requirements for direct goals of the organizations, including dedicating extra time to accomplish tasks faster that is very important to the organizations (Lloyd, 2008)

Significance and a consistency of business ethics, organization culture, and employee engagement can make the performance of people in the organizations achieve their objectives. There has been no research that investigates the structure of business ethics, organization culture, and employee engagement that have the relationship with the performance of the airline employees. The researcher was therefore interested in investigating the structure of business ethics, organization culture, and employee engagement and whether there is a causal relationship between business ethics, organization culture, employee engagement, and job performance of flight attendants.

1.2 Research questions

1.2.1 What is the structure of business ethics, organization culture, and employee engagement of flight attendants?

1.2.2 What is a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants?

1.2.3 Is the model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants consistent with empirical data?

1.3 Research objectives

1.3.1 To investigate the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants,

1.3.2. To create a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants, and

1.3.3 To test the model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants against empirical data.

1.4 Research scope

1.4.1 Scope regarding population criteria

1. Flight attendants in the aviation industry related to premium airlines in Thailand with a minimum work experience of five years

1.4.2 Area scope

2. Flight attendants in premium airlines, including Thai Airways International (Thailand) and Bangkok Airways Company Limited (the Company)

1.4.3 Content scope

1. Investigate the business ethics in terms of components of business ethics that include elements from the business owners involved with integrity and job

responsibility, including elements that affect others, i.e. justice and responsibility to both customers and employees, and elements that are involved with collective responsibility and environmental responsibility.

2. Investigate the nature of organization culture based on three dimensions of organizational behavior, i.e. individual dimension, interpersonal dimension, and task dimension.

3. Investigate five levels of engagement: 1) trust and accept the organization's goals and values, 2) need to retain membership, 3) readiness to use an effort to work for the organization, 4) protect the organization's image and prestige, and 5) proud to be involved in the organization.

4. Investigate the job performance and performance evaluation based on four elements: 1) Job efficiency and effectiveness, 2) Interaction and cooperation, 3) Contribution to the organization, and 4) Adaptability.

1.4.4 Time scope

The study of business ethics, organization culture, employee engagement, and job performance of flight attendants starts from March 2018 to July 2019.

1.5 Research benefits

1.5.1 Academic benefits

Know the elements of business ethics, organization culture, employee engagement, and job performance,

Know the causal relationship between business ethics, organization culture, employee engagement, and job performance,

Know the nature of the structural equation model of business ethics, organization culture, employee engagement, and job performance,

Know the degree of consistency between the measurement model and the empirical data.

To enhance the research database for the future researchers to study the structural equation model of business ethics, organization culture, employee

engagement, and job performance of flight attendant or others function of airline business.

Human resource development academicians are aware of the human resource development approach using this structural equation model to further enhance the relevant academic knowledge

1.5.2 Aviation business benefits

Use the information obtained from this study as a guideline for the organizations to enhance, develop and maintain their business ethics, organization culture and employee engagement so that employees obtain better performance.

Human Resources Departments of the airlines are aware of the human resource development approach using data from this structural equation model for human resource development in their organizations.

Airlines with different management model may use this structural equation model to enhance, develop and maintain their business ethics, organization culture and employee engagement so that employees obtain better performance.

In summary, this chapter describes the overall study, starting from problem background and significance to fulfill academic gap, which leads to research questions and objectives of this study. Furthermore, the scope of this research is obviously indicated regarding population criteria, area scope, content scope, and time scope. Finally, the benefits of this research are concluded.

Having set the foundation for this thesis, the following chapter contains a review of the literature that informs and sets the stage for the study that follows.

CHAPTER 2

CONCEPT, THEORY, AND RELEVANT RESEARCH STUDY

This study entitled "A structural equation model of business ethics, organization culture, employee engagement, and job performance of flight attendants" used concepts, theories and research related to business ethics, organizational culture, employee engagement, and job performance to guide its findings. The research was divided into the following four topics:

2.1 Business ethics

    2.1.1 Concepts and theories of business ethics

        1. Ethical theory

        2. Meaning of business ethics

    2.1.2 Factors of business ethics

2.2 Organization Culture

    2.2.1 Concepts and theories of organization culture

        1. Importance of organization culture

        2. Characteristics of organization culture

        3. Basic concepts of organizational culture

        4. Organizational behavior

    2.2.2 Factors of organization culture

2.3 Employee Engagement

    2.3.1 Concepts and theories of employee engagement

        1. Meaning of employee engagement

        2. Concepts of employee engagement

    2.3.2 Factors of employee engagement

2.4 Job Performance

    2.4.1 Concepts and theories of job performance

1. Meaning of job performance

2. Concepts and theories of job performance

3. Job performance evaluation

4. Indicators of job performance

2.1 Business Ethics

2.1.1 Concepts and theories on business ethics

2.1.1.1 Ethical theories

The concepts on ethics are varied. Each society therefore adopts the concept suitable for the society. The selected principle or philosophy is applied as a foundation or guideline for making decision. As theories on ethics are various, they are categorized into three main groups namely theories on social influence, theories on individual learning and theories on cognition development (Sriyong, Paorohit, Saranaga, Reingwatanasuk, & Keawsringam, 2007)

1) Theories on social influence

The theories are developed based on ideas and experiences of social psychologists. They believe that society plays a part of role on creating varied characteristics of human depending on what kind of society that human is living in. Meanwhile, psychoanalyst focuses on interpersonal since childhood as we can see that children learn distinction between good and bad from parents and persons around them.

Socioanalytic Theory: (Hogan, 1978)

Hogan (Kurtines, 1990) developed a theory indicating the significance of social influence towards ethics. It is believed that ethical personality has been created and evolved together with society and human race. It is the result of fighting for survival of human race. The distinction among human groups has been widely accepted that it comes from different living and nurture in terms of society, culture, regulations and values, which determine individual behavior and passed on from generation to generation. This is considered as human survival.

The ethical cognition has been divided into two viewpoints. The first viewpoint is that ethics is an external subject. It is an agreement comprising of rights, responsibilities and taboos disapproved by the society. The second viewpoint is that ethics is a comprehension inside the individual mind affecting regulations, values and culture. The individual ethical expression is a result of social development related to individual personality structure. In the meantime, there are several research papers supporting the theory as follows:

Hoffman (M. L. Hoffman, 1970) gathered researches on nurture with love and four relevant ethical characteristics: principle adherence, guilt, resistance to temptation and confession. It was found that the children nurtured with love tend to have more four types of ethics compared to those nurtured with less love, particularly in children aged 4-13 years.

The research of Bandura and Ross (Bandura, 1963) conducted a research on children. They are grouped to be separately exposed to three distinctive models. The findings indicate that the children watching aggressive movie model tend to behave more aggressively rather than the children exposed to real-life model and role model.

The research proposed by Fricalrich and Steine (Friedrich, 1973) found that all sampled children watching aggressive television program less control themselves and are less tolerant to waiting for what they need. Likewise, there are several supporting evidences that children's aggressive behavior is relevant with aggressive television programs. The recently researches prove that apart from aggressive television contents, other relevant factors may increase or decrease aggressive behavior including behavior consequences, scene changes, regular view angle changes and film edition.

In a nutshell, the theories on social influence consider that parents, instructors, media and friends have direct influence toward personal ethics building and development through various processes, for example, nurture, social group membership, model absorption and social situations. The ethical attributes are mental characteristics and personal behaviors in overall and several researches found various obvious characteristics including principle adherence, guilt, tolerance, self-control, attitude, values, ethical rationale, knowledge and motivation for achievement, as well

as behaviors including aggressive, generosity, social discipline, honesty, responsibility, behaviors appropriate to occupations and good citizen

.

2) Theories on individual learning

Theories explain methods and processes of values, morals and ethics and rules perceived and adopted by an individual through learning by connecting behavior expression and award and punishment. The reinforcement and conditioning on behavior are adapted for explaining individual ethical behavior. The individual learning theories include Pavlov's classical conditioning theory, Skinner's operant conditioning theory and social learning theory (Sriyong, Paorohit, Saranaga, Reingwatanasuk, & Keawsringam, 2006) The theories are briefly described as follows:

2.1 Classical conditioning theory

Pavlov, Russian physiologist, proposed classical condition theory. The conditioned stimulus is placed together with unconditioned stimulus. The conditioned stimulus causes a response, typically natural response the same as response to unconditioned stimulus. In daily life, we always learn by setting classical condition. A driver fears to pass near police because of the connection between detainment and punishment by police. Or a child cries when he/ she has to go to the doctor because of the connection between injection and pain. The classical conditioning may be adopted for training ethical habits and manners for daily life.

2.2 Operant conditioning theory

The theory has been developed by B.F. Skinner, an American psychologist. The theory proved that after organic shows any behavior and later received organic reinforcer, it will repeatedly show that behavior, whereas an action without reinforcement will gradually cease and finally not show the behavior. For instance, doing good things and is awarded a reward is only a reinforcement to repeatedly do good things. Giving a reinforcer to stop inappropriate behavior makes an individual feel satisfied so he does not act such behavior again.

2.3 Social learning theory

The social learning theory is developed based on the idea that individual learning does not directly come from reward or punishment but it comes from the behavior observation and imitation on persons respected and loved by the individual. When we consider what a 4-year child does and speaks, his/her parents cannot teach everything, he/she learns a part from others. Adults in society are role models including action, behavioral expression, attitude and ethical values affirmation. Parents and teachers play a crucial role because children unintentionally imitate them. Many researches prove that if children observe good role model, they tend to show more generosity and sharing mind. A research revealed that 7-year children and 11-year children watched a model who shared his reward from game playing, had a sharing behavior more than the controlled group which has never watched the model (Rushton, 1976).

The main principles of social learning are that behaviors, values and ethical beliefs are more easily acquired by children as they imitate models, especially famed and powerful persons. The process may be more complicated as an individual expresses himself the same characteristic with the model. The theory concludes that an individual will change his/her ethical attributes (learning) including perception on morals, values, social norms, behaviors, feelings and physical behaviors through learning principles comprising reinforcement, connection, imitation and insight.

3) Theories on cognitive development

Piaget and Kohlberg introduced cognitive theory and rationale which are fundamental development of individual ethics. They have similar opinions that the components for enhancing ethical development among children are intellectual and experience from surrounding relevant to ethics. That is, young children have low level of intellectual and cognition, so their ability to perceive ethics is relatively low. However, when the children grow up, their intellectual competency and cognition are definitely improved. Children can memorize and understand more complicated ethics. The theories on cognition development, for example, are comprised of Piaget's theory of cognitive development, Kohlberg's moral

development theory and the theory of the moral tree for Thais developed by Duangduean Panthumnawin.

This research is conducted based on the cognitive theory since it has been globally accepted and there are researches on various races and cultures. In addition, some national researches have been developed based on Kohlberg's moral development. The aforesaid theories are briefly summarized as follows:

3.1 Theory of cognitive development

Piaget is a psychologist on cognition and intellectual. The cognitive development thus is adopted for explaining the development of moral reasoning. The moral reasoning is divided into two types: objective moral reasoning and subjective moral reasoning.

Children aged not more than 10 years have objective moral reasoning to consider what is right or wrong depending on how much physical consequence is caused by an action. They do not care motivation behind the action or intention but they rather focus on physical actions including punishment or catching up. When children turn 10 or 11 years, they develop from adopting objective moral reasoning to subjective moral reasoning. When children grow older, they are able to perceive and understand others' viewpoints and consider others' intention. This ability is caused by the interaction in cognition enhancement so children can think more complicatedly. Moreover, the society has been changed from family society to friend society so children have to adapt themselves. Thus, children have developed from objective development that rules and regulations are absolute to subjective development that rules and regulations are agreement between persons that help each other. Rules and regulations are beneficial on maintaining social order (Boonaree, 1998). The cognitive or intellectual are developed step by step relevant to age and idea qualities are different in each step. It is required several years for each step of cognitive or intellectual development relevant to age. Each step has different cognitive quality and has developed from the previous step. It is developed gradually and irreversibly. The moral development, however, does not lead to general development because general reasoning is fundamental of required moral characteristics but it is not enough for the whole moral development.

According to hundreds of researches in many countries, Piaget concluded that the development stages of children are the same in each culture though ages are varied depending on social condition and surrounding. Cognitive development is a significant component of moral development (Boonaree, 1998).

Piaget's moral development is divided into three stages (Panthumnanawin & Prachonpajanuek, 1981) as follows:

1. Sensorimotor period (0-2 years). Children are unable to perceive detailed surrounding. They have only physical need to be treated without occasion. When they can speak, they perceive surrounding and their roles to others.

2. Preoperational period (2-8 years). Children obey adults because they consider that adult orders are commands to be complied with.

3. Concrete operational period (8-10 years). It has been developed from intellectual and experience of roles in friend groups. Fear of external power becomes justice principle in children's mental, which means personal equality and exchange. In general society, children aged between 8 and 10 years will go through the third step but some may get stuck in the second step because they are irregularly forced by a guardian or society or lacking of experiences with friends.

3.2 Kohlberg's moral development

Kohlberg (Kohlberg, 1969) studied morality based on the theory of Piaget and found that the development of human moral development has not reached the perfect point in people aged ten. Generally, they have been developing from 11 years to 25 years. The moral development is not cognition from teaching by others. It, however, is a combination of knowledge about roles of oneself to others and roles of others, as well as requirements and rules of groups. The moral reason is derived from cognition while children have interaction with others. Participating in various types of social groups enables them to learn about

roles of themselves and others and rapidly develop to higher stage of moral development.

Besides, Kohlberg suggested that the moral mature of an individual is apparently expressed in moral reasoning. A study on moral development of American youths aged between 10 and 16 years was made on why they choose to do something when facing a conflict situation between individual need and rules of society or groups. The moral development is divided into three levels and each level is divided into two stages. Hence, Kohlberg's moral development is comprised of six stages as described below.

First level, pre-conventional, individual responses to regulations stipulated by one who has more power and he/ she decides to do what is beneficial to oneself without consideration on results to others. This level is normally found in children aged between 2 and 10 years. This level is divided into two stages as follows:

First stage, punishment and obedience orientation, individual fears of pain and obeys to command of elders. Children aged below seven typically adopt this principle.

Second stage, instrumental relativist orientation, children aged between 7 and 10 years think it is normal when adult punish them to cause them being good persons. They give importance to reward or praise and promise to reward is motivation for doing good rather than scolding or threatening to punishment.

Second level, conventional, individual considers that behaving in line with expectations from parents and groups is necessary rather than doing bad things because they fear to be rejected from others. The individual does not recognize consequences to oneself. They consider that honesty and loyalty are significant because everyone has the duties to observe ethical standards. This level is generally found in teens aged between 10 and 16 years. This level is divided into two stages as follows:

Third stage, interpersonal concordance of good boy-nice girl orientation, children aged between 10 and 13 mostly value friends. They do what others agree to and do for recognition from others.

Fourth stage, law and order orientation, children aged between 13 and 16 years have enough experiences to acknowledge that a society comprises of various groups and each group separately has its own rules and they understand their roles in each group and are reasonably faithful to their groups.

Third level, autonomous or principle level or post-conventional level, people aged 20 or above interpret ethical principles and standards with discretion before adopting as fundamental for making decision on what is right or wrong and should do or not. The decision is made with their own discretion and without influence of a powerful person or group. It is divided into two stages:

Fifth stage, social contract legalistic orientation, individual aged 16 years and above has its own reason to do any action with consideration of collective group and consider collective benefits more than personal interests. In addition, he/she can control oneself, feels shame when doing bad things and feels proud when doing good things.

Sixth stage, universal ethical principle orientation is a principle for equality and fairness of each individual. Right or wrong is selected regarding to the conscience upheld by each individual.

In summary, Kohlberg's moral development theory is divided into three levels and each level is divided into two stages, respectively. The development of human morality has been developed orderly from the first stage to the last stage. Each individual has to develop from the first stage which is fundamental for next stage development and it is difficult to go reversely to the previous stage.

Table 2.1 Moral Reasoning under Kohlberg's Moral Development Theory

Stages of Moral Reasoning	Levels of Moral
1st Stage Punishment and obedience orientation (2-7 years)	Level 1. Pre-conventional (2-10 years)
2nd Stage Instrumental relativist orientation (7-10 years)	
3rd Stage Interpersonal concordance of good boy- nice girl orientation (10-13 years)	Level 2. Conventional (10-16 years)
4th Stage law and order orientation (13-16 years)	
5th Stage Social contract legalistic orientation (16 years and above)	Level 3. Autonomous or principle level (16 years and above)
6th Stage Universal ethical principle orientation (adult)	

Source: Duangduean Panthumnawin and Penkae Prachonpajanuek, 1977, 43

The level of moral reasoning indicated by Kohlberg has been widely accepted and supported by a number of researches including in the United States, Mexico and Taiwan. There are full six stages of development but the process lengths are varied (Kohlberg, 1969). Also, researches in Thailand are conducted based on the theory of moral development.

3.3 Theory of moral tree for Thais developed by Duangduean Panthumnawin.

The theory of moral tree compares behaviors of good persons with fruits on tress. For example, mangoes that are big and sweet are because of a good trunk and roots. The five kinds of mentality are compared to a tree trunk and are composed of:

1. Attitudes, morality and values relevant to behavior

2. Moral reason or value on collective benefits rather than personal interests

3. Have vision, future-oriented and self-control

4. Uphold in the belief that what goes round, comes round.

5. Motivation and endeavor for success

If an individual has these five kinds of mentality, he/ she is a good person. On the other hand, if one lacks of several said characteristics, he/ she is not a good person. Apart from the five kinds of moral tree, a good person should have the following three basic mental characteristics:

1. Intellectual is ingenuity suitable with age as adult has more subjective thinking ability

2. Social experience means understanding to human and society and put oneself in someone else's shoes

3. Healthy mentality means less concern or suitable with the situation

The basic mental characteristics are compared with tree roots. They are significant root of development of five kinds of mentality. The behaviors of good persons are fruits. The individual with high level of three basic mental characteristics suitable with age is considered as lotus floating above the water level. His stem and fruits should be further developed. Meanwhile, one who has high level of only one or two basic mental characteristics or low level in all aspects is considered as lotus under water or mud. If one who wants to develop morality adopts this theory, he is confident that he can develop youth mentality to desired behaviors actively.

The theory of moral tree enables us to acknowledge which kind of mentality should be developed first as it is the root of developing good persons. The research firmly approved the theory that the three basic mental characteristics significant to

high level moral reasoning of Thai youths which was conducted by Siriporn Yamnin (Yamnin, 1987). The findings indicated that if Thai people have low of the three basic mental characteristics, they tend to have lower moral reasoning compared to those who have higher three basic mental characteristics based on the same age, status and educational attainment. Developing an individual with high morality should start from ingenuity, healthy mentality and social experience and then the moral development in next stage is much easier.

Regarding to the theory of moral tree, mental and behavioral characteristics should be developed from children aged two years. They should be trained to behave good until it becomes habit, for instance, queuing, offering foods to Buddhist monks, praying at night. The mental training should be conducted about 20% of children's development. When children aged 12 their mentality should be developed equally with behavior. When they grow up to be adult, mentality should be developed 80% and 20% for behavior. If mentality of an adult has changed such as strong faith in religion, his behavior is changed in various aspects at the same time.

The mental characteristics have been developed in accordance of age. The three aspects of moral tree consist of intellectual, moral reasoning and social insight ability. Also, ethics and values have been developed in line with age. The mental development theory applies age as indicator for mental development because psychologists consider that mental characteristics have been changing relevant to social experiences gained by each individual together with brain and nervous system growth.

Theory on mental development is useful for indicating direction and process of mental development. The research conducted by Kohlberg (Kohlberg, 1969) has been widely tested and adapted in Thailand widely. In this theory, human in roughly 30 cultures were studied including Thai culture (Snarey, 1985); (Panthumnanawin, 1981). Human has its own moral reasoning or intention before action from the lowest stage as a young child to the highest stage which is stage 6 as a middle adult. If the mental growth does not cease in the lowest stage, the 6 stages should be developed in line with growing age as follows:
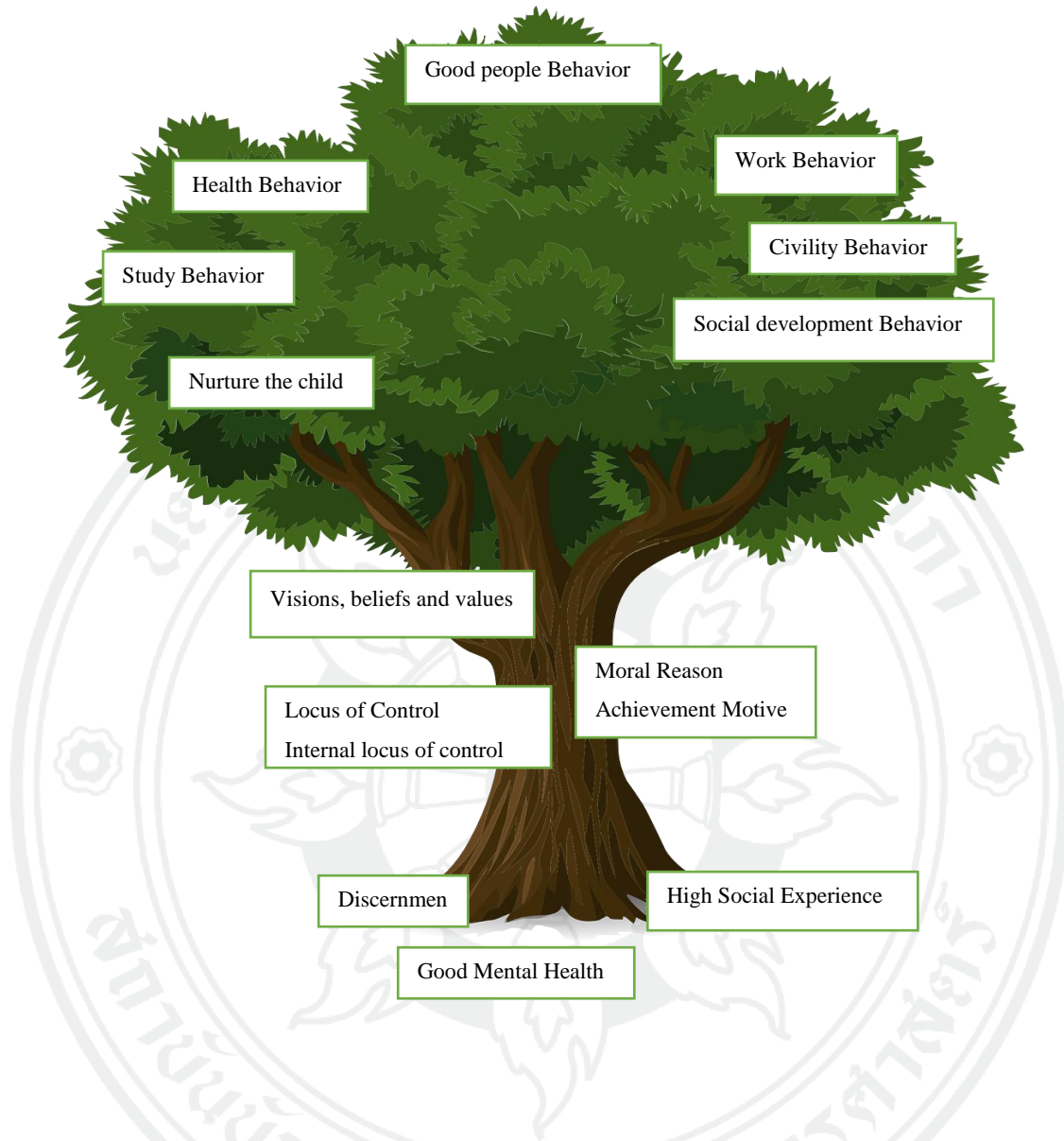
Figure 2.1 Theory of Moral Tree

Source: Adapted from Duangduean Panthumnawin, 1981. Behavioral Science Volume 2 Psychology, Ethics and Educational Psychology. (Panthumnanawin, 1981)

Explains basic mental characteristics and mental components of ethical behaviors

First stage: 0-7 years intentionally escapes physical punishment such as beating, sentence to jail, scared of the fires of hell.

Second stage: 10 years intentionally seeks materials such as money and four requisites.

Third stage: 13 years follows what others consider to agree (and embarrassed if anyone found him/her guilty)

Fourth stage: 16 years complies with rules and laws and religious principles

Fifth stage: young adult does well for collective group and guilty when doing badly and feel proud of himself/herself when doing good things.

Sixth stage: middle adult upholds to global ideal for practice such as humanity and equality.

According to several researches conducted in Thailand, the findings reveal that the majority of Thai children aged 10 years have moral reasoning in the second stage and the third stage. Importantly, mentality of youths and adults cease at only the third stage. (Jurkovic, 1980)

Building desired basic moral indicators in Thai people

Likona (Lickona, 1991) mentioned in the "Education for building Identity" that two major ethical values that schools should teach and are significant for being responsible citizen are self-esteem and respect to others and responsibility which is an extension of respect. Furthermore, schools should instruct other ethical values, for instance, integrity, fairness, tolerance, benevolence, cooperation, courage and democracy. These values are forms of respect or responsibility (Pathumrach, 2002).

Borba (Borba, 2001) focused on ethical competency of youths to live with morality amidst immoral society. The research proposed significant seven aspects of ethical value building for children aged 3-15 years comprising sympathy, responsibility, self-control, respect, tolerance and justice.

Thailand's Ministry of Education is also aware of this point; it therefore determined eight aspects of basic ethics as a guideline for schools.

1. Diligence. Puts an effort to work, courage to face obstacles, works with passion and is determined to duties.

2. Economical. Simple living, understands well financial status, thinks before buying, saving and not living lavishly, and jots down incomes and expenses account.

3. Honesty. Be punctual, honest to duties and profession, without prejudice, not defraud directly and indirectly, and fully responsible to duties.

4. Discipline. Willingly complies with rules and regulations of academic institutions, organizations, society and nation, upholds to practices and has discipline to oneself and society.

5. Modest. Humble and modest according to one's status and time and place, not too aggressive or verbally coerce others, and having nice etiquette.

6. Cleanness. Keeps health fit, maintains hygienic residence and environment and practices mind without impurity.

7. Unity. Open-minded, being good leader and follower, help each other, solve problems, tolerant to diversified cultures, thoughts and beliefs, and living with others peacefully and harmoniously.

8. Kindness. Helps society and do for others, is sympathetic, do good things or solve problems for society.

Thus, the desired characteristic indicators for Thai people are proficient, good and happy which means being Good Samaritan and making appropriate decision of what is right or wrong in the frame of Thai culture and society.

2.1.2   Definitions of business ethics

The word "ethics" is derived from the Greek word "ethos" which refers to character, guiding beliefs, standards or ideals that pervade a group, community or people. The Royal Institute Dictionary defined ethics as moral practice, moral rules (Royal Institute, 2011). The definition is related to do and don't behavior and practice for collective living in society. The benevolence and putting public interest ahead of personal interest and making decision of what should be done are considered as social norms to be observed by everyone in that society for benefits of all   (Chokewatana, 1998; Chumsupanwaree, 2007; Pookkapund, 2000; Vadhanasindhu, 2016; Washangngon, 2003). Ethics is meaningful to business because what we do affects various sectors including business, taxpayers, employees, stakeholders and even society. For business viewpoint, moral action enables business to save expenses from suit and misappropriation roughly millions baht per year. A research found that misappropriation in business caused damages equal to fifty billion dollars or Bulgaria's GDP while in Taiwan, it caused as high as four hundred billion dollars.

Moreover, estimated damages arising out of appropriation business worth six hundred billion dollars per year or 79% of employees admitted or ever thought to embezzle company assets. Some researches prove that USA business sector lost about one third of business operation to immoral activities such as embezzlement. An expert estimated that 40% of lost is caused by embezzlement (Weiss, 2014). Thus, business ethics is standard for business operation, manufacturing and distribution to gain fair yields from investment for all stakeholders including manufacturer, consumers, business owner, shareholders, executives, partners, service recipients, government and society. All stakeholders therefore should be aware of business ethics to enable stable and sustainable growth for benefits and fairness of stakeholders.

Business ethics means adopting moral standards with behaviors and practices of individual in an organization (Buchholtz, 1989; Frederick, 1992). The business ethics has no different ethical concept and is adopted only with business (Post, 2002a). It aims to promote business policies and goals to sustainable success and social responsibility. Besides, it makes balance among stakeholders comprising investors, employees, clients, financial institutions, government, community and environment (Boonbongkarn, 2011). To make business yields for investors and build satisfaction for customers, the business should be fair for all parties including others components such as human, resources, society and technology.

The business ethics is divided into three parts: 1. System: economy, politics, regulations and social systems involved by business; 2. Corporate: business ethics; and 3. Individual: individual ethics and employee ethics (Tipapakorn, 2005).

Table 2.2 Factors of Business Ethics

	Honesty	Fairness/Justice	Public benefit in mind	Good community relationship
1.(Graham, 2009)	/	/	/	/
2.(Wattanasopasiri, 2005)	/	/	/	/
3.(Pirayatanarak, 2012)	/	/	/	/
4.(Suwanapak, 2010)	/	/	/	
5.(Panawese, 1997)			/	
6. (Chumsupanwaree, 2007)	/	/	/	
7.(Smith, 2007)	/	/	/	/
8.(Weeks, 1992)	/	/	/	
9.(Schwartz, 2005)	/	/	/	/
10.(Choi, 2011)	/	/		
11.(Yamamura, 2011)		/		
12.(Diallo & Lambey-Checchin, 2017)	/		/	
13. (Sahu, 2016)	/		/	/
14.(Karakas, Sarigollu, & Uygur, 2017)	/	/		/
15.(Warren, Gaspar, & Laufer, 2014)	/	/	/	
16.(Widana, 2015)	/	/		/
17.(Fernández, 2016)	/	/	/	/
18.(Palakul, 2014)	/	/		
19.(Taştan & Güçel, 2017)	/	/	/	/

According to literature review together with Kohlberg's moral development theory, the theory of moral tree of Duangduean Panthumnawin and Borba's ethical ability, the variables used in this research on business ethics are as follows:

The components of business ethics comprise of four aspects:

1. Honesty. Do business with integrity and provide products or services in accordance with advertisement. Responsible for tax payment and do not give bribery to government officials for business interest.

2. Fairness/Justice. Not exploit benefits from consumers by pricing a fair price and service for consumers and sharing benefits or exchanging for stakeholders, observing intellectual property and not using tricks or gimmicks to destroy competitors.

3. Public benefit in mind. Doing business should contemplate on all stakeholders' interests including shareholders, employees, society and environment, and not produce hazardous goods.

4. Good community relationship. Do business based on good intention to all stakeholders and build strong relationship in business and social sectors. Do not produce goods or services unacceptable by each party.

In summary, the components of business ethics comprise of components from business owner which is relevant to honesty and responsibility to work, components affecting other persons are fairness and responsibility to clients and employees and components affecting overall are responsibility to public and to environment.

2.2 Organization Culture

2.2.1 Concepts and theories of organization culture

Organization culture is a significant component of organization because organization culture instructs members to have beliefs, values, norms, working approaches, and behaviors in the same direction. Moreover, it determines the differences of each member and makes an organization different from others (Waranusantikul, 2004). Moreover, organization culture is implemented for solving problems in an organization such as an appropriate individual behavior (Wongwaisayawan, 1997). An organization with appropriate organization culture will

progress, whereas an organization without appropriate organization culture will obstruct organization growth.

1) Definitions of organization culture

Definitions of organization culture are given by foreign and Thai academics as described in the following table.

Table 2.3 Definitions of Organization Culture

Sources	Definitions
Cherrington(1994:473) (Cherrington, 1994)	Basic values of organization on correct practices and thinking and anything upheld and inherited to new members of an organization
Hofstede (1997: 7) (Hofstede, 1997)	Subjectivity of members in an organization used for determining differences among each member
Daft (2001: 314) (Daft, 2001)	Combination of beliefs, values, understandings and ways of thinking implemented by members of an organization and inherited to new members
Jones (2004: 195) (Jones, 2004)	Determine shared norms and values for controlling interactions among members internally and externally
Robbins (2005: 485)	A system of shared meanings

Sources	Definitions
(S. P. Robbins, 2005)	upheld by members of an organization which differentiates them from other organizations. The shared meaning is stipulated as significant attribute of organization values
Mallika Tonsorn (2001:159) (Tonsorn, 2001)	Values, beliefs and traditions accepted by the majority of the members and implemented as practices of members in an organization. Each member acknowledges and learns organization culture through social process which requires members to separately perform one's duties and accepted as members of an organization.
Rangsan Prasertsri (2005: 201) (Prasertsri, 2005)	Way has been practiced in an organization and influencing attitudes and behaviors of members in an organization.
Yongyuth Peerapongpipat (2001:91-94) (Peerapongpipat, 2001)	Way of life of a group of persons in an organization practiced consistently and it is specific characteristic of the group. The behaviors occur naturally e.g. straightforward, paying respect to the elders, creativity and integrity.
Somyos Naweekarn (2005: 819) (Naweekarn, 2005)	Values and norms upheld by members of an organization and control practices of employees and executives of an organization.

Sources	Definitions
Palin Poocharoen (2004: 153) (Poocharoen, 2004)	Beliefs, values, norms, traditions, concepts, practices or languages implemented in an organization upheld by employees and influence daily working directly and indirectly, particularly impact to decision making and practices in all levels of an organization.

Therefore, organization culture (or corporate culture) means values and traditions that are widely accepted by members of an organization and jointly implemented as practices of members in an organization. It determines differences among members of an organization. Each member has to perform its duties and interact with others appropriately. The behaviors are not forced by regulations such as paying respect to the elders. They influence daily working directly and indirectly and are inherited to new members.

2) Source of organization culture

Jones (Jones, 2004) explained that organization culture is derived from relationship of four factors. The four factors cause differences in an organization culture of each organization and it is a cause of changes in an organization culture as displayed in Figure 2. 2.
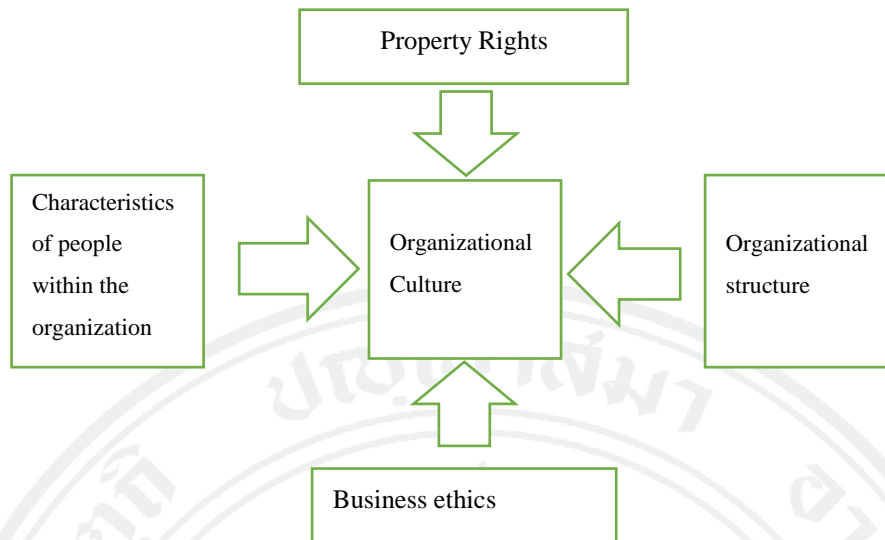
Figure 2.2 Source of Organization Culture

Source: Jones, G.R. 2004. Organizational Theory, Design and Change : Text and Cases. 4th ed. Upper Saddle River, NJ: Prentice-Hall. (p. 207).(Jones, 2004).

1. Characteristics of people within the organization

Generally, beliefs or values are initially created by owners or leaders of an organization. Visions, beliefs and values of them determine characteristics of personnel in an organization. Most organizations recruit new members with beliefs and values close to an organization while individual also selects an organization with values similar to oneself.

2. Organization Ethics

Organization ethics plays a critical role in code of conduct, beliefs and regulations defining working way of personnel in an organization. Personnel can work together with others in an organization with appropriate behaviors and not against practices of members as well as implanting ethical business operation until it becomes organizational culture.

3. Property Rights

Property rights distinct norms, values and attitudes of personnel in organization. That is, organization gives objective rights e.g. salary and stocks and subjective rights e.g. permanent recruitment and occupation stability. Property rights build trust and expectation of personnel in organization.

4. Organizational Structure

Different organizational structure causes different organizational culture. Organization executives design organizational structure suitable with an organization. For example, mechanistic organization is a centralized organization with hierarchy supervision and focusing on quality and standard. Personnel in this type of organization must comply with regulations and obey supervisor commands. In contrast, organic organization is a flat organization with decentralized structure. It focuses on organization surrounding, implants independence in decision and promotes personnel to have creativity.

3) Significance of organization culture

According to Sundhorn Wongwaisayawan (Wongwaisayawan, 1997) significances of organizational culture are:

1. Promote practices accepted by members

As new members and old members in an organization have to contact with each other, new members have to learn appropriate working approaches introduced by old members or from experiences of new members or observing which working approaches enable them to gain reward or praise or otherwise blamed or punished. New members gradually learn the thinking and practice that most of the members need.

2. Organization

Employees learn, comprehend and accept thinking and practices expected by an organization and then they uphold them as core of thinking, practices and behaviors in an organization for long term. Moreover, the approaches and practices have been developed to customs or norms of the group. If anyone violates them, he will be punished. Customs or norms as a part of an organizational culture determine rules and regulations for members in order to enable an organization to operate systematically. Customs or norms are applied for determining whether thinking and practices are appropriate.

3. Defining surrounding behaviors

When employees understand and accept organizational culture, it enables members to comprehend reasons of behaviors and distinct members of organization from non-members. Normally, only members of an organization or one accustomed to organizational culture correctly understands definitions of behaviors in an organization.

4. Reduce decision in regular activities

Organizational culture includes values, beliefs and practices regularly observed by organization members and eventually became habit. Members thus can observe them automatically without decision on what and when to do it. For example, some government agencies and business organizations have customs of collecting money for buying gifts for supervisors in various festivals. The activity has been done for years so members know well what and when they have to do it.

5. Solve problems and address basic needs of an organization

One of the basic problems of organizations is external adaptation and internal integration which organizational culture is implemented for solving problems as summarized in Table 2. 4

Table 2.4 Details of external adaptation and internal integration

Adaptation to external environment	Integration with internal environment
1. Core tasks and strategies	1. Members understand and have shared opinions.
2. Determine goals	2. Determine qualifications of members as well as criteria for participation and revocation.

Adaptation to external environment	Integration with internal environment
3. How to achieve goals	3. Authorize power and status for members.
4. Indicators for measuring goal achievement	4. Develop norms of closeness, friendship and love among members.
5. Improve when goals are not achieved	5. Stipulate criteria for rewards and punishment
	6. Define ideology and beliefs

Source: Sundhorn Wongwaisayawan. 1997. Organization Culture: Concepts, Researches and Experiences. Bangkok: Four Pace Publishing. 30.(Wongwaisayawan, 1997)

A certain period is required to prove whether the organization culture has been accepted by some of the members and whether it can be used for solving basic problems of the organization.

6. Suggest working approaches and behaviors

Organization culture has been accepted by some members and has been able to solve basic problems of the organization. It has been inherited to new members as appropriate thinking and doing approaches. This process is called organization socialization which aims to enable new members to learn and adapt to organization culture as well as apply thinking and working approaches as a guideline for working. As a result, organization culture has been inherited and existed forever.

7. Build shared identity of member

Organization culture enables members to be aware that each member belongs to the same group because they hold similar beliefs, values and behaviors and are unique from members of other groups, including dressing, working period, working methods, and fame and group image. For example, uniforms of each bank makes employees feel that they have identity different from other groups. Employees who wear the same uniform feel accustom or close to each other and have same discipline and unity.

8. Sustainable change in an organization

Galpin (Galpin, 1996) explained that executives should consider organization culture to make changes sustainable. Organization culture is composed of ten factors and an organization should contemplate on which factors are suitable for its context. Ten factors are:

1) Rules and Policies
2) Goals and Measurement
3) Customs and Norms
4) Training
5) Ceremonies and Events
6) Management Behaviors
7) Rewards and Recognition
8) Communications
9) Environment
10) Organizational Structure

Furthermore, an organization culture enhances operation efficiency of the organization:

1. Organization culture with clear scope enables identity learned and upheld by members. It distinguishes an organization from others because of different organizational culture.

2. Organization culture helps members distinguish what is right or wrong and whether it complies with approaches determined by the founders.

3. Organizational culture fosters bond among members and stimulates bond in an organization so members will not adhere to themselves.

4. Organization culture promotes stability in social system. Culture is a social tool connecting members by building suitable standards for members in the organization.

5. Organization culture is a control mechanism and guides attitudes and behaviors of members. Organization culture is a framework of regulations that members learn how to practice and behave (Serirat et al., 1998).

4. Concepts of organization culture

Organization culture is based on two main concepts. First, culture is tangible. It is one of the variables possessed by an organization. It is also called culture as a variable and culture is something an organization has. Second, organization culture is an idea of a group of persons. It is not only one variable among others, whereas the whole organization is culture or culture is a root metaphor. Hence, it is called culture is something an organization is (Wongwaisayawan, 1997).

5. Types of organization culture

1. Core Culture or Dominant Culture

Core values or beliefs are widely adopted by the majority of members of an organization. Core culture or dominant culture therefore is personality of organization. Though each individual comes from different backgrounds or levels in organization, each member has to strictly learn core culture of organization.

2. Subculture

Since an organization is composed of diversified groups, subculture is created from a group of persons in the same department. For example, the procurement department has shared understanding among people from the same background including province, region or academic. The global business with mergers and acquisitions involves in subculture and organization culture should be adjusted in time. If an organization has weak core culture, it more affects subculture. Behaviors and values are changed according to member groups and sometimes subculture may be in conflict or oppose against organization's core culture.

3. Countercultures

Countercultures are culture and philosophy against organization culture, for instance, mergers and acquisitions. Thus, joint investment should consider

investors who have values relevant or similar to organization culture to prevent conflicts on organization culture (Likitthamaroj, 2001; Prasertsri, 2005).

6. Characteristics of organization behaviors

Anderson and Kyprianou (A. H. a. K. Anderson, A., 1994) described major characteristics of organizational culture as follows:

1. Culture is learned, not naturally happened.

2. Culture is shared by members

3. Transformation or Transmitted among members

4. Identity or typical model of organization. Each organization has different organizational culture. An organizational culture successfully implemented by an organization may not be successful with others.

5. Use symbols in various forms including objects, actions or incidents for transmitting organizational culture e.g. an organization use speech as symbol of values and organizational culture.

6. Patterned behavior is used as a guideline for members on what and when they should do or not do and what is appropriate for an organization.

7. Culture is adaptable or changeable. Even though an organizational culture is customs or norms practiced for years, it is adaptable. Organization therefore can adapt to external environment and integrate with internal environment.

7. Components of organization culture

Somyos Naweekarn, Krit Suebson, Robbins and Coulter, Rangsan Prasertsri (Naweekarn, 1990; Prasertsri, 2005; S. P. a. C. Robbins, M., 2003; Suebson, 1995) explained components of organization culture as shown in Figure 2.3.
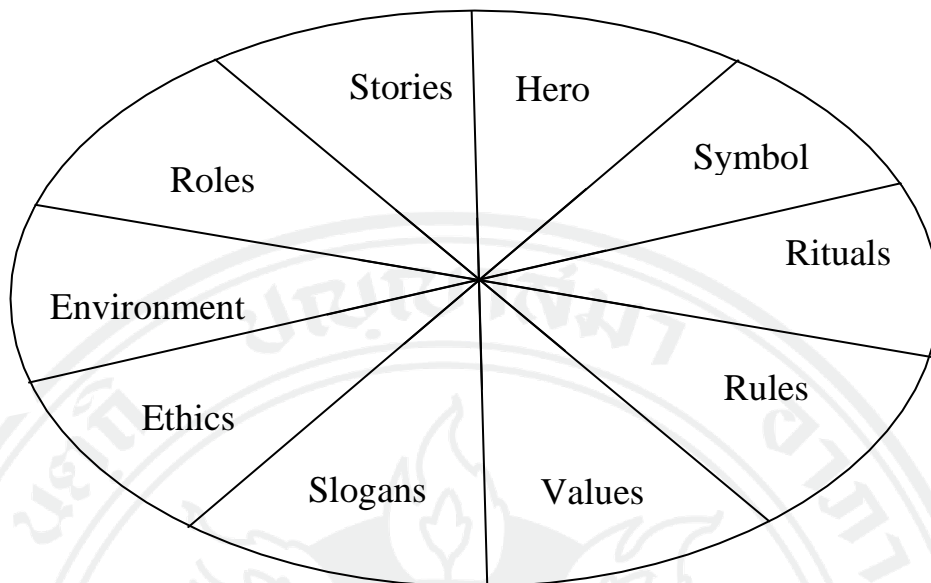
Figure 2.3 Components of Organization Culture

Source: Adapted from Somyos Naweekarn. 1990. Management for Excellence. Bangkok: Banakij Publishing. Page 94 and 97. (Naweekarn, 1990)

Krich Subson. 1995. Organizational Communication Behavior and Culture. Second Edition. Bangkok: Chulalongkorn University Press. Page 6.(Suebson, 1995)

Robbins, S. P. and Coulter, M. 2003. Management and Organizational Behavior. Translation from Management. By Wirach Sanguanwongwarn. (Original copy publishing year 2003). Bangkok: SE-EDUCATION Public Company Limited. Page 22.(S. P. a. C. Robbins, M., 2003)

Rangsan Prasertsri. 2005. Organization Behavior: Test and Application of Organizational Behavior Theory. Bangkok: Thammasarn Company. Page 206-207.(Prasertsri, 2005)

1. Story

Story is history or narrative about successful persons or incidents passed down within an organization which typically is a true story in the past. Thus, executives consider that passing down such successful stories particularly to newcomers, it will

enable them to convey the organizational culture such as the success of employees who are loyal and are committed to work and become executives of the organization.

2. Hero

Hero is a person honored as example for action, characteristic and personality of the organization. Hero represents organizational culture values and model for others to follow him. Hero may be a person or a symbol.

3. Symbol

An object or physical thing represents organizational culture, for example, uniform, dressing, working place of the organization and brand.

4. Ritual

A special event or occasion, such as foundation anniversary, celebration for successful employees or organization, acclamation for outstanding employees, rewards for excellent employees, held for the benefits of attendants and fostering organizational values. The ceremony is a special occasion strengthening success value and developing bonds among employees as they are a part of such special event and have a chance to praise and celebrate for the hero.

5. Value

It is a concept and a basic belief of an organization. Value is compared to the heart of the organizational culture because it helps to build the standard success within the organization.

6. Slogan

It is a phrase representing values and beliefs which executives desire to convey to employees, for example, Patara Insurance's slogan "Agreements must be kept".

7. Ethics

Ethics criteria or values indicate which is right or wrong in an organization.

8. Environment

Each organization has different characteristics subject to products, competitors, clients, technology, goverment influence, politics, in which the different environment of each organization indicates what the organization should do for the success and influence to build organizational culture.

9. Rule

Rule is a statement indicating which behavior employees should or should not do, for instance, working schedule, work presentation, communication method, etc.

10. Role

Role is what an organization expects from employees.

8. Organization Culture Hierarchy

According to Cummings and Worley (Cummings, 2005), organization culture hierarchy is classified into four levels similar to an onion peel from the most easily changed outermost peel to the most difficult changed innermost peel as shown in Figure 2.4.
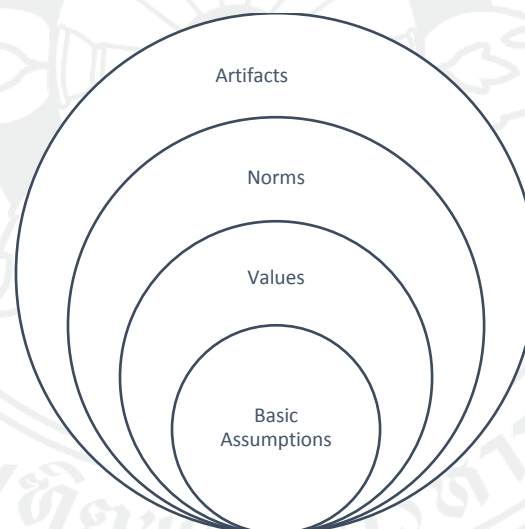
Figure 2.4 Organization Culture Hierarchy

Source: Cummings, T. G. and Worley, C. G. 2005. Organization Development and Change. 8th ed. Mason, OH: South-Western. p. 483.(Cummings, 2005)

Refer to the organization culture hierarchy, details are explained as follows:

1. Artifacts

Artifacts represent visibly culture created by human beings which is observable behavior of organization members such as dressing, language, rules and regulations as well as physical characteristics of the organization e.g. office decoration. These artifacts properly imply the fact of organization culture.

2. Norms

Norm guides how members of an organization should behave under different situations. Norm is verbal behavior requirements.

3. Values

Values have been widely accepted by members of an organization on how they should behave. Values guide members what is important and deserve attention in the organization.

4. Basic Assumptions

It is the innermost part of the organization culture and it is intangible. It suggests problems and solutions on how to solve problems in an organization. It guides members on what should be perceived, thought and felt.

According to literature review conducted on organization culture together with organization behavior, organization behavior is a study relevant to human behavior, attitude and performance in organization environment. The theories, methods and principles of sociology anthropology and psychology in terms of culture are used for study. These sciences are combined for study on perceptions, values and actions both in organization and each group. Moreover, impacts from external factors or environment to organization, goals, objectives, strategies and human resources of organization are studied (Donnelly, 1998). It is associated with Szilagyi and Wallace (Szilagyi, 1990) that says behavior organization must consider impacts to organization and persons to feeling and human behavior. As well as, impacts of environment to human resources, organization and goals and impacts from employees which eventually lead to organization efficiency. Hence, studying organization behavior is a science focusing on studying and examining possible impacts to organization, persons and structures. The objective of applying such knowledge is to improve and enhance organization efficiency. (S. P. Robbins, & Judge, T., 2017)

According to aforesaid definitions of organization behavior, it can be summarized that organization behavior is studying attitude, behavior and performance of personnel in organization to learn about perception, belief, and values of personnel. Moreover, it analyzes impacts of external environment to personnel, organization structure, objective and strategies for the purpose of further improving organization efficiency.

However, analysis framework is necessary for analyzing an organization to gain the truest components relevant to organization behavior. Thus, we consider an organization as a social system developing in broader perspective and linking to external environment. In terms of open system and social system, organization behavior contains of three parts (Promkaew, 2004).

Individual person comprises of three main characters:

1. An individual has different physiological characteristics such as belief, background and needs.

2. Since an individual has different skills and competencies, working in organization requires different competency basic.

3. Attitudes and behaviors of each individual are different in accordance with impacts from working together with environment and social factors arising out of such work.

Also, group plays a vital role in the work of individuals regarding to different roles. Apparently, most work relies on group to complete the work. It is important to have cooperation among each in the group. Whether it is a small group of two persons or more, they definitely have relationship among each other. This allows the group members to think in collective group.

Meantime, a group consists of three characteristics as follows:

1. Each group has specific characteristics and work type designated to them in accordance with group characteristics; for example, salesperson group or service group is different from computer programmer group because the former has to contact with clients more than the latter group. As a result, the characteristics of salesperson group or service group are different from those of computer programmer group.

2. Group comprises of people from several departments resulting in numerous skills as well as different requirements in the group.

3. Working process or method of group and social relationship among members of group are various. For example, members of two groups of bank employees are different. First group are bank employees working in branches and are mainly focusing on documents, customer service, problem solving and using tools and equipment to address customer requirements. Second group are employees working in headquarter and are mainly focusing on meetings and documents, lunch is more official and relationship among employees are different depending on necessity and work conditions.

Task is the most significant and major part of the organization. Task must be completed to achieve organization goals and eventually lead to organization efficiency. In the meantime, task is classified into two levels.

First level, organization task is closed to its strategies. Cooperation among members of the organization is significant for achieving task.

Second level, subtasks are divided for individuals or groups and are then gathered as organization task. The subtasks are real tasks. The organization task is collective designation for better achievement. In fact, human is one who makes tasks successful in accordance with his competencies. Thus, organization tasks are divided

to be performed by individuals. The different subtasks are designated to each individual or groups depending on their competencies and knowledge. Subsequently, rewards are given to individuals or groups in accordance with different tasks.

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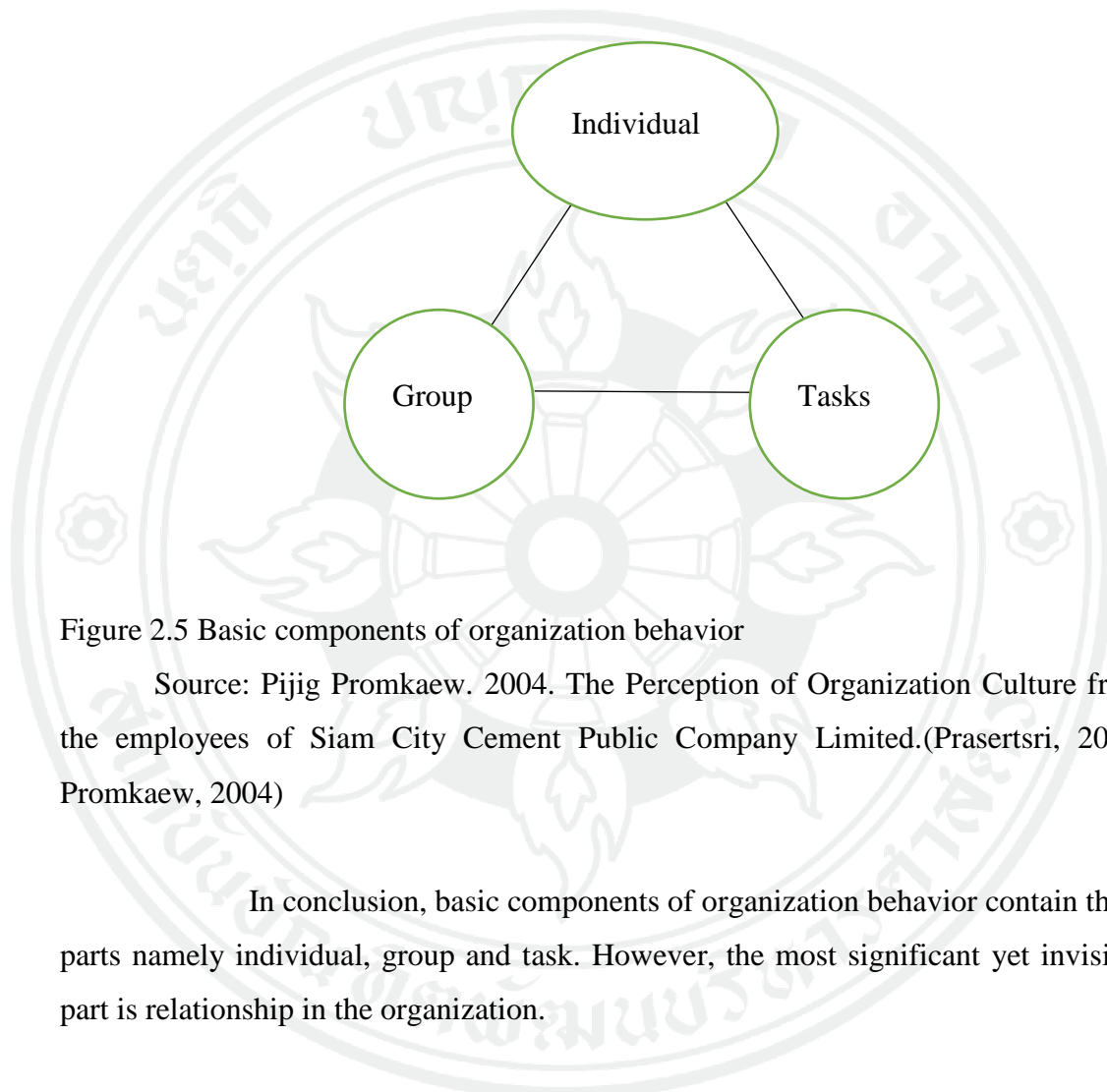
Figure 2.5 Basic components of organization behavior

Source: Pijig Promkaew. 2004. The Perception of Organization Culture from the employees of Siam City Cement Public Company Limited.(Prasertsri, 2005; Promkaew, 2004)

In conclusion, basic components of organization behavior contain three parts namely individual, group and task. However, the most significant yet invisible part is relationship in the organization.

2.2.2   Factors of Organization Culture

Table 2.5 Factors of Organization Culture

	Individual Dimension	Interpersonal Dimension	Task Dimension
1. (Promkaew, 2004)	/	/	/

	Individual Dimension	Interpersonal Dimension	Task Dimension
2.(Cowarin, 2006)	/	/	/
3.(Hood, 2002)	/	/	/
4.(Yun, Rodriguez, Tirmizi, Askam, & Steinberg, 2017)	/	/	/
5.(Sharma, 2017)	/	/	/
6.(Hyoseon, 2017)		/	
7.(Zalupca, 2017)			/
8.(Barbars, 2016)		/	/
9.(Karyotakis & Moustakis, 2016)	/	/	
10.(Popovski & Serafimovska, 2016)	/		/
11.(Dhingra & Punia, 2016)		/	/
12.(Belias et al., 2016)	/		/
13.(Eisend, Evanschitzky, & Gilliland, 2016)		/	/
14.(Kannan & Sivasubramanian, 2016)		/	/
15.(Şomăcescu & Barbu, 2016)		/	/
16.(Rokhyadi, Haryono, & Untoro, 2015)		/	/
17.(Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015)		/	/
18.(Živković & Ivanova, 2016)	/	/	/
19.(Tanriverdİ, ÇAkmak, & AltindaĞ, 2016)		/	/
20.(Barbars, 2015)		/	/
21.(Shah, 2015)		/	/
22.(Huhtala, Tolvanen, Mauno, & Feldt, 2015)	/	/	/
23.(Mousavi, Hosseini, & Hassanpour, 2015)		/	/

	Individual Dimension	Interpersonal Dimension	Task Dimension
24.(Nuñez Ramírez, Wendlandt Amezaga, & Álvarez Medina, 2016)		/	/
25.(Braunscheidel, Suresh, & Boisnier, 2010)		/	/
26.(Rashidi, Syed, & Zaki, 2015)	/	/	/
27.(Neelam, Bhattacharya, Sinha, & Tanksale, 2015)		/	/
28.(Brettel, Chomik, & Flatten, 2015)		/	/
29. (Kostovski, Bojadjiev, & Buldioska, 2015)		/	/

Regarding to the literature review on concepts and theories relevant to organization culture and organization behavior and study organization culture under Pijig Promkaew's organization behavior study, it is significant to study three basic components of organization behavior comprising of individual, group and task.

1. Individual dimension of personnel consists of three characteristics:

1) Each individual has different psychological traits, such as different beliefs, backgrounds and needs.

2) People have different aptitudes, abilities and skills. Therefore, in order to work in the organization, the basis of different abilities is used as a determinant.

3) Attitude and behavior of each individual vary depending on the influence of the consequences of their responsible work together with the environment and social factors of such work.

2. Interpersonal dimension of personnel consists of three characteristics:

1) All groups of personnel have their own characteristics and types of assignments. For example, salespeople or service employees are required to interact with their customers, while computer employees have no need to contact customers. Therefore, the characteristics of the salespeople or service employees are different from those of the computer employees.

2) A group consists of many people who come from many departments with different capabilities and   needs

3) A process or method of group work, including social relationships of the members within the group, is often different. For example, for different members of a group of bank employees, the bank employees working in the branches are usually busy with doing paperwork, providing customer services, solving problems for customers, and utilizing the tools or devices quickly to meet the needs of customers,   while the bank employees working in the central office or headquarters often focus on attending many meetings, wearing a suit, having a computer or documents for decoration, and having more forma lunch. In addition, the relationship types of the different personnel are also different based on the needs and conditions of their work.

3. Task dimension is considered to be the most important and key part of the organization. All missions or tasks in the organization must be accomplished to achieve its established goals efficiently. Tasks can be   divided into 2 levels:

Level 1 is a work of the organization that is close to the corporate strategy and that can be accomplished by the cooperation of all people in the organization.

Level 2 is a sub-work that is allocated to different groups of personnel and then collected and processed as work of the

organization. These allocated sub-works are real works. The work of the organization is collectively named with an effort to achieve a higher success. In fact, the people create the success based on their knowledge and ability. Therefore, the work of the organization is allocated to different personnel based on their knowledge and ability, and rewarding these people or groups of personnel is also different based on the nature of their work.

Thus, organization culture is studied under organization behavior concept in three dimensions: individual dimension, interpersonal dimension and task dimension.

2.3   Employee Engagement

2.3.1   Concepts, definitions and theories on employee engagement

1. Definitions

Employee engagement has been researched and developed by academics and practitioners. Several organizations have been adopting employee engagement including Gallup, Hewitt, ISR, Hay, IES., etc.Regarding to Saranya Sanglimsuwan et.al (Sanglimsuwan & et.al, 2013) and Albrecht (Albrecht, 2010), there are several terms for engagement e.g. work engagement, employee engagement and organizational commitment; however, employee engagement is widely used. Thus, employee engagement is used in this paper. In the meantime, employee engagement is defined by numerous academics as follows:

Employee engagement is endeavor of members toward work and organization (Katz, 1996). They actively commit to designated work which reflects in several forms including creative and valued work and performance beyond customer and organization needs (Gubman, 1998). Employee engagement is multi-dimension structure comprising of employee engagement, learning, thought and physical dimension. According to Katz and Kahn (Katz, 1996), employees may engage in any dimension. In addition, Miles (Miles, 2001) gives definition that employee engagement is constant cooperation of employees and feelings arising out

of cooperation. The will is significant that employees express to show engagement because they feel proud and fully committed to work. The way is source for resources and equipment for success. The study on concepts of consultant companies has proved that employee engagement has a common characteristic which is continuous cooperation of employees (Associate, 2010; Gallup Consulting, 2010). The employee engagement directly impacts to organization engagement. Buchanan (Buchanan II, 1974) and Allen and Meyer (Allen, 1991) give similar definitions on employee engagement that it is unity with organization, perform duties and loyal to organization. The organization engagement results from interrelation to organization in terms of physical investment. Porter and Smith (cited in Steers and Porter, 1991)(R. M. a. P. Steers, L., 1991) define organization engagement into three characteristics: 1) strong confidence and comply with organization goals and values; 2) willing to commit and exercise endeavor for organization; 3) strong passion to retain membership of organization. The organization commitment is significant component binding employees to be loyal and dedicated to performance and organization development. Each individual feels united with the organization.

In summary, organization engagement is what members engage in and members commit themselves to designated work. They eventually are committed to the organization and are ready to dedicate themselves to the work and organization.

2. Factors affecting engagement

Employee engagement is likely an indicator of efficiency and stability of an organization (Trahant, 2007). Factors affecting engagement comprise of four factors (Buchanan II, 1974).

3. Personal factors: personal factors refer to personal characteristics relevant to work including age, gender, marrital status, education, working period, position and income rate.

4. Characteristic factors: different characteristic factors directly influence organization engagement (R. M. Steers, 1977). Moreover, Buchanan

(Buchanan II, 1974) and Steers (R. M. Steers, 1977) indicate similar definitions which are work significance, diversified and challenged work, promotion opportunity and work freedom leading to positive impact to organization engagement.

5. Organization factors: perception of members to environment during performance. Experiences affect engagement consisting of power distribution, work significance, rules and regulations clarity and participation in decision making.

6. Work experience factors: it relates to feelings of employees that they work for the organization as they are important to them, the organization is fair, there is good relationship with supervisors and colleagues and there is satisfaction to special benefits.

7. Concepts and Theories

According to Shuck (M. B. Shuck, 2010), studies on employee engagement are categorized into four groups:

1. Need-Satisfying Approach, Kahn (Kahn, 1990) proposes his engagement theory in workplace published in "Psychological Conditions of Personal Engagement and Disengagement at Work". Engagement is behavior expressed by an individual and promoting connection between work and other persons through participation and showing capabilities in terms of emotional expression, affective expression and physical expression. This is developed from the theory of Freud and Maslow (Psychologists, 1970 cited in Shuck, 2010)(M. B. Shuck, 2010) and many academics develop their own theory from this concept such as May, Gilson and Harter (May, 2004) as Kahn's concept was applied with insurance company study. The employee engagement consists of three parts which are meaningfulness, safety and availability. This concept has been widely accepted, especially in institutions and organizations. It has been summarized in Table 2.6.

Table 2.6 Employee Engagement Concepts Proposed by Consultants

Consultants	Concepts / Factors
The Gullup Organization	Hierarchy of Engagement includes: - Basic requirements - Management support - Relationship and progress
Hewitt Associates	Leadership, culture, work classification, overall remuneration, quality of living, opportunity and relationship
Burke	Organization, Manager, work group, jobs, occupation and customers
Tay Nelson Sofres	Organization, jobs
Development Dimension International Inc.	Job goals, personal values, cooperation
ISR	Occupation development, leadership, authorization, Organization image
The Institute for Employment Studies	Participation, value perception, Opportunity for the expression of opinion, work development opportunity, attracting interest
Alpha Measure	Leadership
Dr.Ed Gubman	Values and responsibilities, projects, relationship

Source: Surasawadee Suwanwech, 2006. Human Resource Development for Engaging in organization. p.10.(Suwanwech, 2006)

2. Burnout-Antithesis Approach proposed by Maslach, Schaufeli and Leiter (Maslach, 2001). Afterwards, it has been further studied and developed by Schaufeli, Salanova, Gonz.lez-Roma, and Bakker (Schaufeli, 2002) has applied it for inventing MBI-GS tool. The definition of engagement proposed by Schaufeli and others (Schaufeli, 2002) is that "positive feeling of employees as employees engage with work feeling happy, actively committed to work and willing to handle tasks" Vigor, dedication and absorption are considered as work engagement (Kahn, 1990).

3. Harter's Satisfaction-Engagement Approach proposed by Harter, Schmidt and Hayes (J. K. S. Harter, F. L., and Hayes, T., 2002). It is based on research of Harter and others (J. K. S. Harter, F. L., and Hayes, T., 2002) examining 7,939 business organizations. As a result, employee engagement is defined as "participation, satisfaction and commitment to work of individuals". Subsequently, the Gallup Work Audit (GWA) has developed 12 questions which can be actually applied for measuring employee engagement. (Buckingham, 1999)

4. Saks' Multi-dimensional Approach (Saks, 2006) considers engagement from several perspectives and dimensions. It has been developed based on social exchange model. Furthermore, it is the first research separating job engagement and organizational engagement (M. B. Shuck, 2010). According to Saks, employee engagement contains various unique factors including mentality, emotion and behavior relevant to roles of each individual. Additionally, factors affecting engagement are person-organization fit, affective commitment and psychological climate. They affect development of employee engagement and at the same time employee engagement influences discretionary effort. Referring to the research conducted by Saks (Saks, 2006), it found that job satisfaction, organizational commitment and intention to quit have relationship with employee engagement. The aforesaid studies are equally cited and applied (Christian, 2007). Meanwhile, the concept of Saks (Saks, 2006) on factors affecting engagement in various dimensions is applied for this research. The person-organization fit is the main point of this study. According to Hoffman and Woehr ; Resick, Baltes and Shantz, and Verquer, Beehr

and Wagner (B. J. a. W. Hoffman, D. J., 2006; Resick, 2007; Verquer, 2003) when there is person-organization fit, employees receive opportunity to be involved in work, which is meaningful to each individual (Cartwright, 2006; Kahn, 1990). It leads to efficient work and affects attitude on work. The suitable job will stimulate employees to participate in behavior that aims to results of organization (B. J. a. W. Hoffman, D. J., 2006). Employees with good working experience affect feelings on work values. Moreover, Kristoff-Brown, Zimmerman and Johnson (Kristof-Brown, 2005) studied the relationship between individual and organization and between group and supervisor; it has been proven that person-organization fit affects job satisfaction organizational engagement, intention to quit, satisfaction to supervisor and overall performance. Also, job fit is significant to organization goals (Kristof-Brown, 2005). The affective commitment is an important component to organizational engagement (Robinson, 2004) because employees with emotional engagement feel ownership, aims to achieve organizational goals as well as participate in making decisions (Allen, 1991; Mowday, 1982; Rhoades, 2001). Perception of employees on their jobs, for instance, suitable jobs relate to affective commitment and job-related attitude. This kind of engagement is considered as significant factor of dedication, loyalty and satisfaction (Rhoades, 2001). Furthermore, this type of dedication closely focuses on mental connection between employee and job which is associated with engagement quality (Macey, 2008; Saks, 2006). Employees with emotional engagement feel ownership and committed to work in line with organizational goals and eagerly to participate in making decisions (Allen, 1991; Mowday, 1982; Rhoades, 2001). The study results of Allen and Meyer have proved that job fit significantly relates to dedication development within 6 months and 12 months. Additionally, the results reveal that perception of employees on their jobs e.g. job fit has relationship with affective commitment and job-related attitude. This study results imply that level of emotional engagement affects productivity, satisfaction and turnover of an organization. Discretionary effort is a significant factor to organization as it arises out of employee engagement to organization (Lloyd, 2008). Discretionary effort is far beyond the minimum requirements of the organization goals. Spending special time for work to achieve goals faster is an important factor for the organization and at the same time affects employee engagement (J. P. M. Campbell, R. A.; Oppler, S. H. and

Sager, C. E., 1993; J. K. S. Harter, F. L., and Hayes, T., 2002; Kahn, 1990; S. G. Kular, M.; Rees, C.; Soane, E. and Truss, K., 2008; Saks, 2006). The research of Saks determines definition of employee engagement that employees participate in discretionary effort and employee engagement. In addition, several research papers support discretionary effort as variable of employee engagement (Lloyd, 2008). The results show that skills and freedom are significant factors of forecasting discretionary effort. The findings indicate that suitable roles and behavior and good membership of organization may exist in employee engagement but discretionary effort is a result from employees having good working experience and working environment. Hence, discretionary effort is willing effort higher than minimum requirements and special time dedication to achieve faster results is a significant factor to the organization (Lloyd, 2008).

2.3.2 Factors of Employee Engagement

Table 2.7 Factors of Employee Engagement

	trust and accept the organization's goal and values	need to retain membership	a readiness to use an effort to work for the organization	to protect the organization's image and prestige	proud to be involved in the organization
1.(Anand, 2017)			/		/
2.(Stoyanova & Iliev, 2017)	/	/	/	/	
3.(Akhtar, Nawaz, Mahmood, & Shahid, 2016)	/	/	/		
4.(Aghaz & Tarighian, 2016)	/	/	/		
5.(Pandita & Singhal, 2017)	/	/	/		
6.(Kumar & Pansari, 2016)	/	/	/		/
7.(Basit & Arshad, 2016)			/		/

	trust and accept the organization's goal and values	need to retain membership	a readiness to use an effort to work for the organization	to protect the organization's image and prestige	proud to be involved in the organization
8.(Karumuri, 2016)	/	/	/	/	
9.(Nienaber, 2017)	/		/	/	/
11.(Ünal & Turgut, 2015)	/	/	/		
12.(Ergle, 2016)	/		/		
13.(Gupta, 2015)	/	/	/		
14.(Rees, Alfes, & Gatenby, 2013)	/				/
15.(Garg, 2015)	/	/			/
16.(Lather & Jain, 2015)			/		/
17.(He, Zhu, & Zheng, 2014)	/	/			/
18.(Bal & De Lange, 2015)	/	/	/		
19.(Roof, 2015)	/	/	/		
20.(Hicks & Knies, 2015)	/	/	/		
21.Sahoe,2012(Sahoo & Mishra, 2012)	/	/	/	/	
22.(O'Neill, Hodgson, & Mazrouei, 2015)	/	/	/		/
23.(Rawal, 2015)	/		/	/	/
24.(B. Shuck, Twyford, Reio, & Shuck, 2014)			/		/
25.(Breevaart, Bakker, Demerouti, & Derks, 2016)	/	/	/		
26.(Biswas & Bhatnagar, 2013)		/			
27.(Abraham, 2012)	/		/	/	
28.(Biswas, Varma, & Ramaswami, 2013)		/			

	trust and accept the organization's goal and values	need to retain membership	a readiness to use an effort to work for the organization	to protect the organization's image and prestige	proud to be involved in the organization
29.(Wiley, 2014)	/	/	/		/
30.(Chaurasia & Shukla, 2014)		/	/		/
31.(Khan, 2016)				/	/
32.(Barbars, 2016)	/	/	/		/
33.(Huhtala et al., 2015)	/	/	/		

In a nutshell, in accordance with the concepts of employee engagement, the criteria for studying level of organizational engagement are selected. The measurement of employee engagement comprises of five components:

1. Trust and accept the organization's goal and values is an agreeable passion for goal, values, and policies of organization and also include an expression of him/ herself as unite with organization.

2. Need to retain membership is a passion to be an employee and work for organization, need not resign or transfer work with other organizations or other divisions.

3. A readiness to use an effort to work for the organization is a self- sacrifice for work with full ability and expect a good quality of successful job that affect to the organization's success.

4. To protect the organization's image and prestige is a good passion to share positive side of organization, not only need not other people mention negative side to the organization but also protect the organization's image and prestige.

5. Proud to be involved in the organization is a good feeling and proud to be a membership, proud to speak out to other people about membership, has a passion to join all activities both inside and outside the organization, and belief that him/herself is important and has the potential to operate the organization's activities efficiently.

2.4 Job Performance

2.4.1 Concepts and Theories of Job Performance

1. Definitions of job performance

Great performance of members is the most desirable thing for any organization to achieve its goals including individual objectives such as position responsibility, challenging job, wages, and being accepted by others. The great performance reflects achievement of an organization (Dirks, 2002). Performance appraisal is required to stimulate employees having higher standards and develop their performance. The appraisal enables employees to learn their strength and weaknesses so they can apply strength as well as improve weaknesses. Eventually, better performance of employees benefits to organization in overall (Oza, 2015).

Defining performance can be divided into two means. First, performance is associated to behavior influencing organization goals (IIgen, 1999). The behavior is a process connecting to both team goals and personal goals (Honiball, 2008). This is associated with definition of Cook, Hansaker (Cook, 2001) that performance is behavior or action supporting organization goals and such behavior or action is observable, ratable or measurable by several methods. Likewise, several researchers give similar meanings that performance is exposing individual potential in terms of technical proficiencies, teamwork, work dedication, and organization membership by expressing behavior or activity related to organization (Neal, 2001). Second, performance is the result of employee's actions related to task or job and support benefits to working environment. Action is behavior expressed by actor and changed from abstract to action. Behavior is not only a tool leading to result but it is a result and fruit of endeavor transforming from thought and applied to task (Armstrong, 2006; Motowidlo, 1994). Moreover, result of performance is measurable in scale of individual competencies (Suliman, 2001).

2. Concepts and theories of Performance

Maslow's Hierarchy of needs, 1954 introduces a concept that human needs are ranked from the lowest to the highest regarding to significance level. Human needs are infinite; each individual has needs from birth to death. Once the needs are addressed, it won't be influenced for behavior anymore. Thus, needs influencing behavior are unaddressed needs. When needs are addressed, it has no meaning for that person

According to Maslow, the hierarchy of needs is divided into the following levels:

1. Physical needs are the lowest needs for human beings. It is indispensable as long as human being is alive including consumption, rest, breath, exercise, working in good environment. The physical needs are achievable in a short term and dependent from other needs.

2. Safety or security needs. When physical needs are addressed, human seeks more safety and security until they are more important than other needs. The safety or security needs include living and working security, for example, economic security in term of employment contract or long-term remuneration.

3. Social needs. When safety needs are addressed, social needs replace it. As human being is social animal, they live in group and naturally need friends. They need to participate in their own groups and can extend participation to other groups.

4. Esteem or recognition needs. When human beings have participated in groups under social needs, their social needs are gradually decreasing. Subsequently, esteem or recognition needs will replace because human needs are not ended when they become a member of any group. Human

beings, however, still need recognition and esteem from the group. Group recognition enables one to feel confident, honored and empowered.

5. Self-Actualization. When esteem or recognition needs are addressed, the final needs are self-actualization. It is associated with life dream. Whatever the human being needs, he will be physically and mentally dedicated to achieve his dream.

Meanwhile, the hierarchy of needs is designed for individuals. It is not necessary that needs of each individual are the same. Maslow admitted that there are several exceptions in his hierarchy of needs. In addition, when any level of needs is addressed, it does not mean that needs in that level has totally disappeared depending on factors for each individual. The concept of Maslow allows us to understand employee's needs and which factors are needed to make them satisfied with their work. Hence, Maslow's theory is beneficial for executives to learn what needs are not addressed yet. Thus, they can set incentive plans suitable for each individual so they will have power beyond commitment of employees.

Higher needs   Suitable motivation

| Self-Actualization |

- Creative and challenged tasks
- Participation in decision making
- Flexible tasks

| Esteem or Recognition |

- Responsible for important tasks
- Support for higher job
- Praise and trust from supervisor

Lower needs

| Social needs |

- Friendly colleagues
- Interaction with customers
- Supervisor's satisfaction

| Safety or security needs |

- Work condition
- Work safety
- Compensation and benefit

| Physical needs |

- Rest and relaxation for freshness
- Physical convenience
- Suitable working hours

Figure 2.6 Guideline for achieving individual needs

Source: Maslow, A.H. 1954. Motivation and personality. 1st edition. New York: Harper.(Maslow, 1954)

According to expectancy theory proposed by Victor Vroom, a manager should understand expectation process so he can motivate employees for the best result. There are three factors to understand as follows:

Effort-performance expectancy or expectancy in short: it is believed that hardworking enables goal achievement. Thus, effort and performance are expected to be both related to each other. The effort-performance expectancy is initial working

motivation. On the other hand, when an individual believes that no matter what efforts he puts, and he still cannot succeed, then working motivation will not happen and declines to perform his tasks.

Performance-outcome expectancy or instrumentality: performance highly relates with result. It is a potential outcome and it is expected that the outcome is worth for task.

Reward value: Victor Vroom explained that value of reward to be received when job has been completed has influence to motivation. Employee expects high value of reward. When reward value is high and in line with expectation, the more valence is present. When valence of reward is higher, motivation power is higher. On the other hand, when the value may not be enough or as high as expectation, motivation power may not occur.

In conclusion, valence is derived from coincidence of three factors and the formula of relationship is described as follows:

Valence = Effort-performance expectancy x Performance-outcome expectancy x Reward value

```
Performance Effort  --Achieves-->  Outcome  --Causes-->  Results
       |                              |                     |
       v                              v                     v
Expectancy Dedication to      Instrumentality Effort in    Valence Effort
work depends on level of      work has been increasing     has been
expectation on successful     when he believes that        increasing when
opportunity                   outcome from work highly     he believes that
                              relates to expectation that   value of outcome
                              rewards worth for work.        has high value in
                                                            line with needs.
```
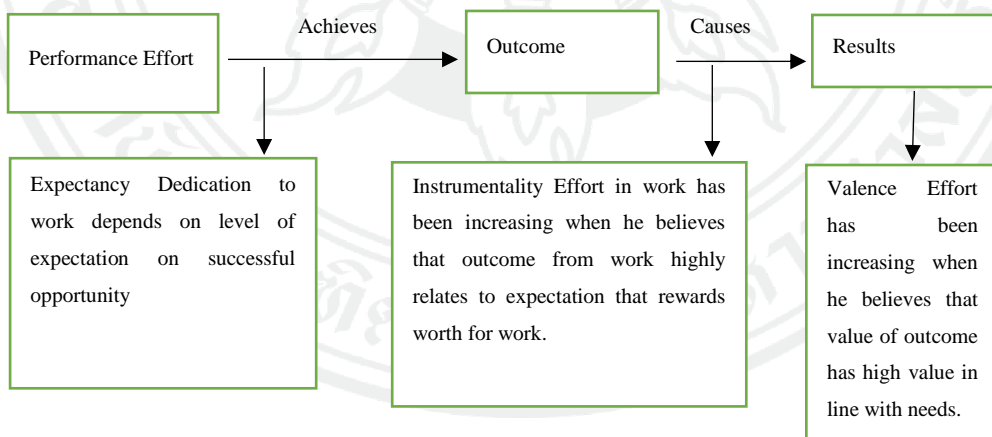
Figure 2.7 Expectancy theory components: expectancy, instrumentality and valence

Source: Udom Thumkosit. 2001. Management. Bangkok: National Institute of Development Administration.Pp.292-310.(Thumkosit, 2001)

The expectancy theory can be applied for explaining work motivation. If an individual has been motivated, he is ready to work. Moreover, he is willing to work hard when he expects that reward associates with his needs e.g. salary and promotion. Executives recognize motivation and address to different works.(Thumkosit, 2001)
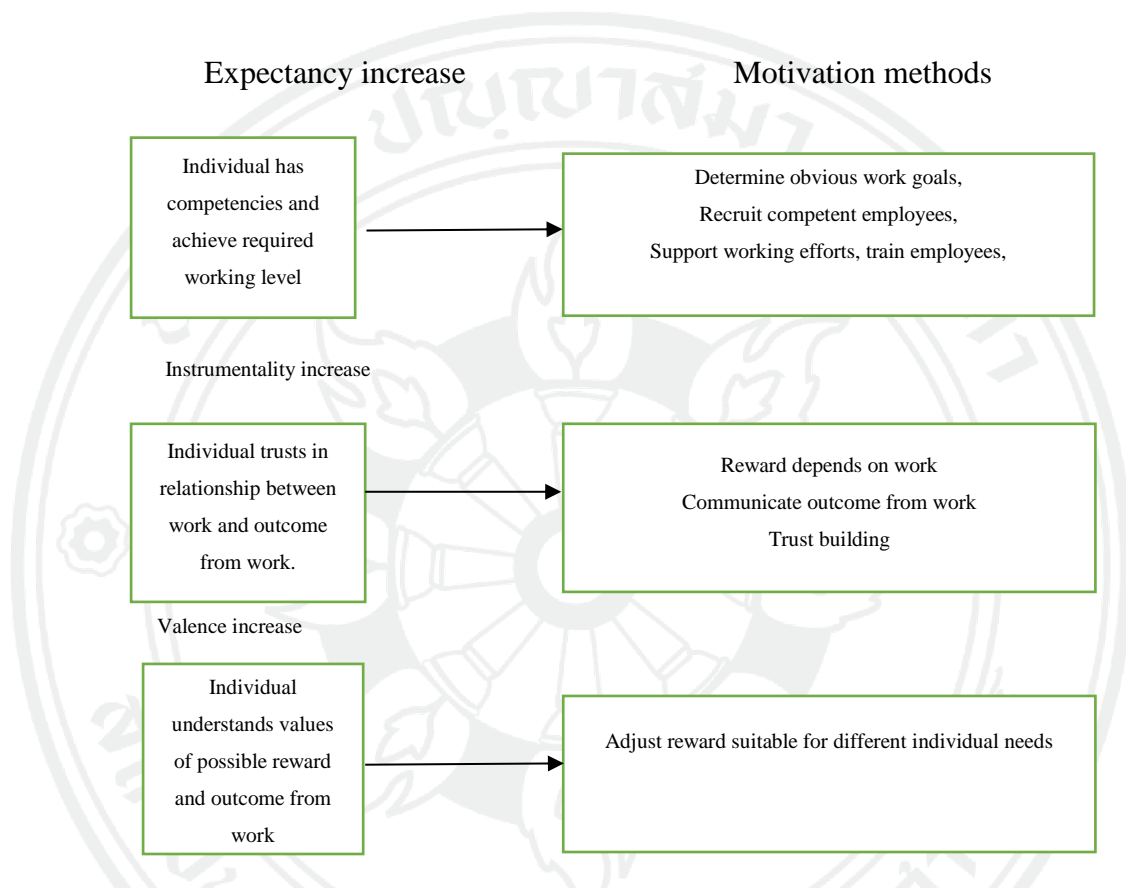
Figure 2.8 Expectancy theory: Understanding and address to individual

        Source: Udom Thumkosit. 2001. Management. Bangkok: National Institute of Development Administration.Pp.292-310.(Thumkosit, 2001)

3. Performance appraisal model

        Performance appraisal is significant to organization because it reflects connection between individual and organization. When performance of each individual has been improved, performance of organization is naturally improved.

Generally, appraisal has been conducted in terms of task performance and contextual performance (Motowidlo, 1994). In the meantime, appraisal model is divided into six models (Honiball, 2008):

1. Appraisal on production and profit of organization. It measures work quality, work quantity, excellent service procurement, work development and customer satisfaction.

2. Appraisal on organization growth. It perceives employee performance by focusing on organization that success comes from good products.

3. Appraisal on adaptation ability of employees and organization. It considers ability of employees to adapt with organization culture and context. For the organization, it considers competitiveness and ability to adapt with the current economy.

4. Appraisal on relationship between employees and organization. For employees, experience sharing among employees has been appraised. And, relationship with business partners has been appraised for organization.

5. Appraisal on loyalty, trust and confidence. When employees have loyalty, confidence and trust, it will directly affect employee's honesty to the organization.

6. Appraisal on leadership. Leadership is significant to the success of the organization. It is necessary to appraise leadership of employees by considering attitudes toward politics, economy, trust building, behavior and inspiration.

2.3.3 Indicators of Job performance

Table 2.7 Indicators of Job performance

	Job efficiency and effectiveness	Interaction and co operation	Contribution to the organization	Adaptability
1.(Menges, 2017)			/	/
2.(J. Ogilviea, Rapp, Adam., Agnihotri, Raj., and Bachrach, G. Daniel. , 2017)	/		/	
3.(Rung Lin, 2017)	/	/		
4.(Ibrahim, 2017)	/		/	
5.(Mulki, 2015)	/	/		
6.Saleham,2017		/	/	
7.(J. Ogilviea, Rapp, Adam., Bachrach, G. Danial,. Mullins, Ryan and Harveyd, Jaron, 2017)	/	/		/
8.(Tay, Lees, & Dar, 2016)	/	/	/	/
9.(Stan, 2012)	/	/	/	/
10.(Glaser, 2016)	/		/	/
11.(Banerjee, 2016)	/			/
12.(Briggs, 2012)	/			
13.(Seate, Pooe, & Chinomona, 2016)	/		/	
14.(Kumpikaite - Valiuniene, Glinska, Aslan, & Mihi Ramirez, 2016)			/	/
15.(Chen, 2015)	/			/
16.(Alessandri & Borgogni, 2015)	/	/	/	/
17.(Yiwen, Lepine, Buckman, & Feng, 2014)	/			/
18.(Hassan, Akhtar, & Yılmaz, 2016)	/			/

	Job efficiency and effectiveness	Interaction and co operation	Contribution to the organization	Adaptability
19.(Jyoti & Bhau, 2015)	/			/
20.(Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016)	/			/
21.(Otto & Mamatoglu, 2015)	/			
22.(Azmat & Iriberri, 2016)	/			
23.(O'Neill, McLarnon, & Carswell, 2015)	/		/	/
24.(Fournier, Weeks, Blocker, & Chonko, 2013)	/			/
25.(Newman, Nielsen, & Miao, 2015)	/		/	
26.(Liang-Chieh, 2014)	/			/
27.(Ojha & Gairola, 2014)	/			/
28.(Eldor & Harpaz, 2016)	/			/

Regarding to textbooks, articles and documents on performance appraisal models, the comprehensive performance appraisal for flight attendants with the following 4 models has been selected as follows:

1. Job efficiency and effectiveness is a behavior of individual or team that show quality and quantity of tasks that achieve objectives.

2. Interaction and cooperation is a behavior of the individual or team to accept the organization norm, rule, and condition and can work properly with other people

3. Contribution to the organization is a behavior of the individual or team which intends to make a useful thing for the organization.

4. Adaptability is a behavior of the individual or team to adjust with people, situation, and environment both inside and outside the organization.

This chapter provides an overview of four background theories related to this research. First, study theories relevant to business ethics and extract variables related to business ethics. Second, study theories relevant to organizational culture and extract variables related to organizational culture. Third, study theories relevant to employee engagement and then extract variables. Fourth, study theories relevant to job performance and extract variables. These indicate the importance of each theory and correlations among all four theories. It is applied for model creation in Chapter 3. In the next chapter, the models are created conformant with theories of business ethics, organizational culture, employee engagement, and job performance of flight attendants
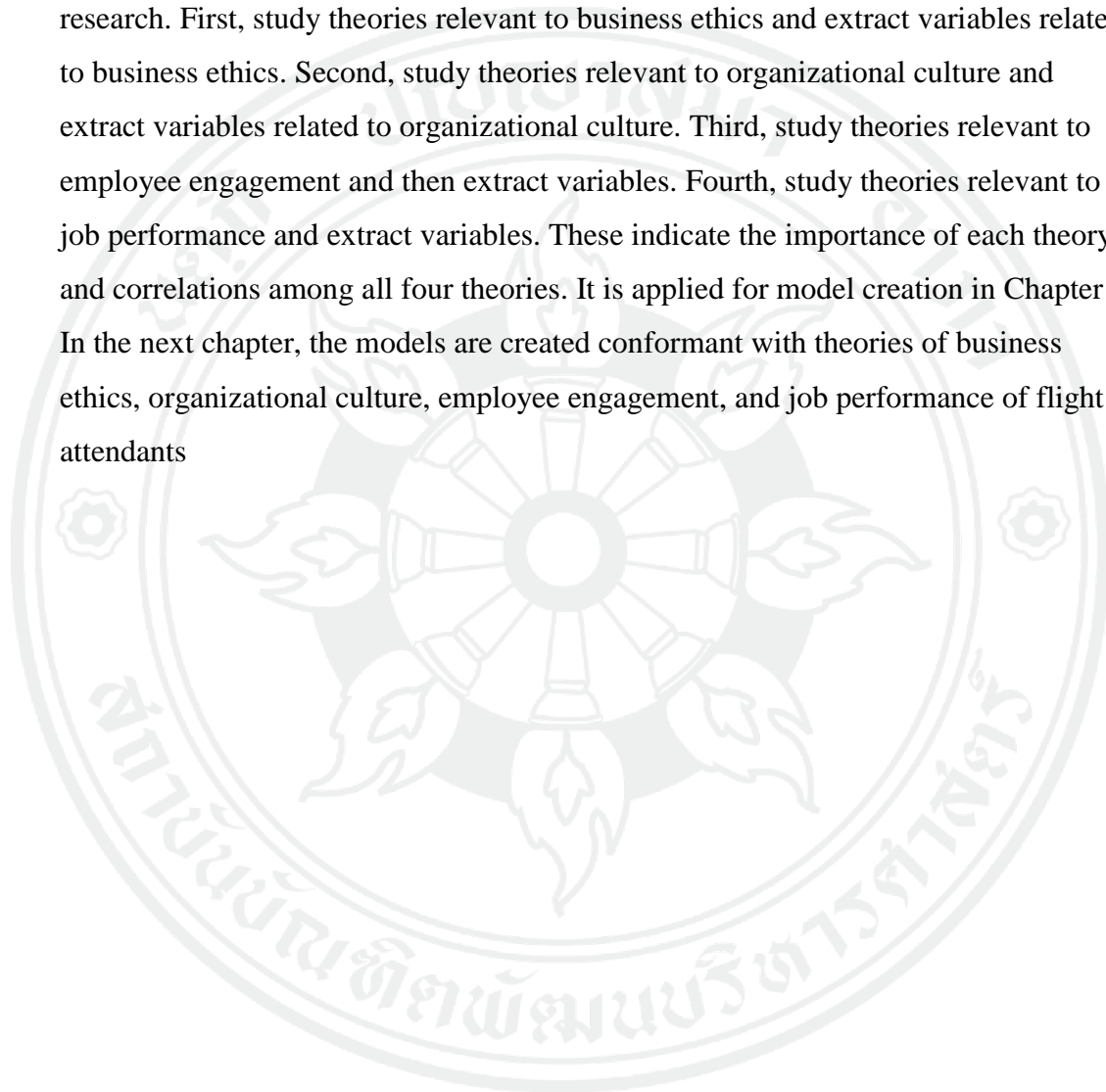
CHAPTER 3

FRAMEWORK AND RESEARCH METHOD

The quantitative method has been applied for the research on structural equation modeling of business ethics, organization culture, employee engagement and job performance of flight attendants. The data in this research has been derived from flight attendants working for premium airline.

The objectives of this research are to: 1) to investigate the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants; 2) to create a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants; 3) to test the model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants against empirical data.

Besides, the research methodologies of the research on structural equation modeling of business ethics, organization culture, employee engagement and job performance of flight attendants are as follows:

3.1 Research framework

3.2 Research hypothesis

3.3 Operational definition

3.4 Methodologies

3.4.1 Population

3.4.2 Sample group

3.4.3 Research tools

3.4.4 Data compilation

3.4.5 Tools reliability test

3.4.6 Data analysis methods

3.1   Research framework

According to Business Ethics, Organization Culture, Employee Engagement, and Job Performance were reviewed. Business Ethics and Organization Culture were studies of human behavior as well as what these behaviors were directed to. It was then crucial to study Employee Engagement as well in order to determine which behaviors would affect Job Performance. Kohlberg's moral development and Theory of Moral Tree of Duangduean Panthumnawin (Kohlberg, 1969; Panthumnanawin, 1981)about business ethics development states that time is needed in order to improve ethics. According Kohlberg and Duangduean Panthumnawin, ethics is the ability to be respectful, do good, and be selfless. This selflessness should encompass the dedication an individual has towards an organization and for it to be successful. Ethics can be seen as the magnet that attracts people to the right direction. On the other hand, Organization Culture also plays a role in creating a work atmosphere which can reflect in an individual's behavior when working. According to Cherrington (Cherrington, 1994), Daft (Daft, 2001), and Jones(Jones, 2004), a better Organization Culture will lead to more dedicated employees. Not only that, Katz and Kahn's (Katz, 1996) concept about Employee Engagement also states that the dedication and enthusiasm of employees will reflect in their work and make it exemplary, which can be seen in their Job Performance in their organization. Maslow and Victor Vroom's theory is used to explain Job Performance. Sasitorn Thippachote and Manoo Leenawong's conceptual framework was also used for research. The conceptual framework focused on the topic of Organizational Ethics And Perception Of Organizational Culture Affecting Organizational Commitment Of Private Company's Employee In Bangkok Metropolis.(Thipachote & Leenawong, 2014) Yuttakan Kanchuk's conceptual framework of Perception of Organizational Culture, Human Resource Management, Work Engagement and Job Performance of Officers at Port Authority Thailand (Kanchuk, 2011) was also used in this research.

The research framework has been synthesized from conducting the literature review on concepts and theories, research papers and relevant documents as follows:

3.1.1 Independent variables comprise of:

Business ethics consist of four factors: 1) honesty; 2) fairness/justice; 3) public benefit in mind; and 4) good community relationship. And, organization culture composes of three dimensions: 1) individual dimension 2) interpersonal dimension; and 3) task dimension.

3.1.2 Dependent variables comprise of:

Employee engagement consists of five factors namely: 1) trust and accept the organization's goal and values; 2) need to retain membership; 3) a readiness to use an effort to work for the organization; 4) to protect the organization's image and prestige; and 5) proud to be involved in the organization. In addition, job performance composes of four factors including: 1) job efficiency and effectiveness; 2) interaction and cooperation; 3) contribution to the organization; and 4) adaptability.
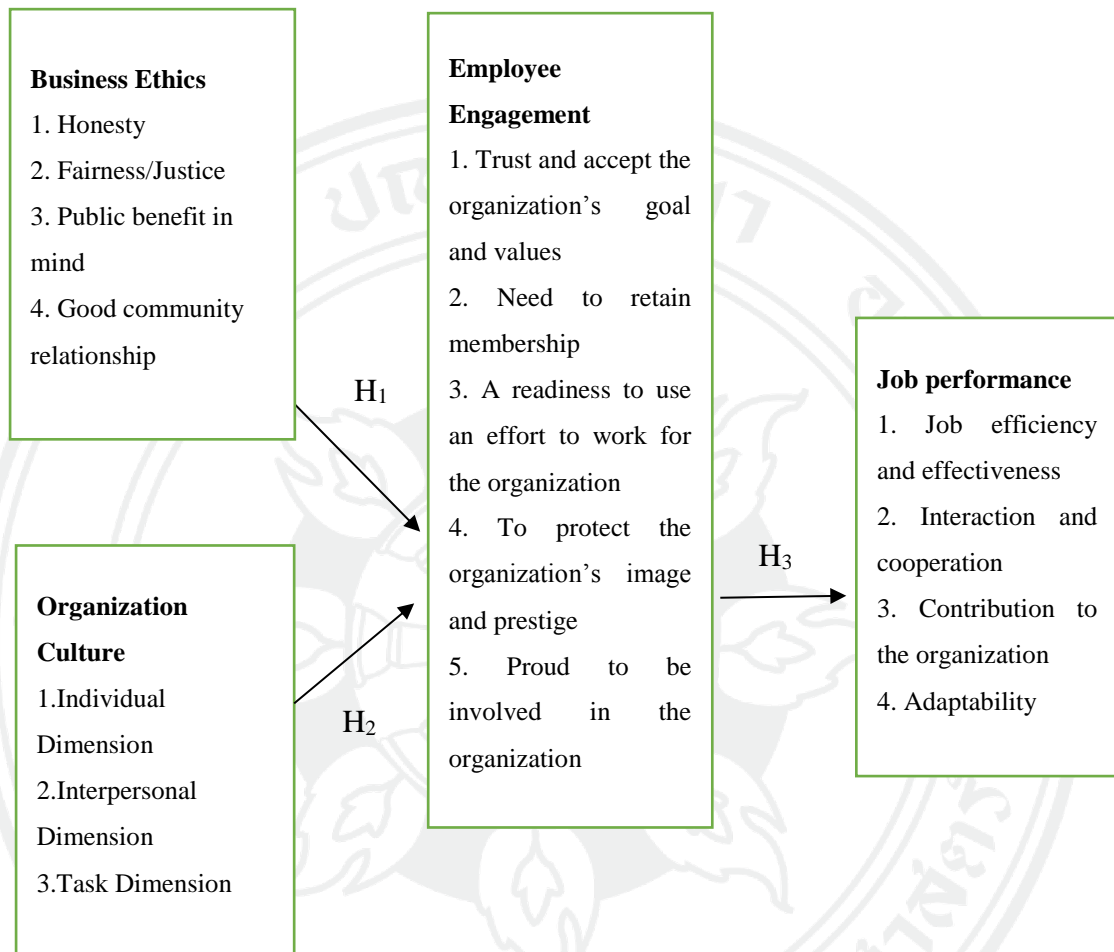
Figure 3.1 Research Conceptual Framework

Business ethics refers to the application of moral standards to individuals and organizations aimed at promoting the policies and goals of the business sector and leading to sustainable success and social responsibility.

The components of business ethics comprise of four aspects:

1. Honesty. Do business with integrity and provide products or services in accordance with advertisement. Responsible for tax payment and do not give bribery to government officials for business interest.

2. Fairness/Justice. Not exploit benefits from consumers by pricing a fair price and service for consumers and sharing benefits or exchanging for stakeholders, observing intellectual property and not using tricks or gimmicks to destroy competitors.

3. Public benefit in mind. Doing business should contemplate on all stakeholders' interests including shareholders, employees, society and environment, and not produce hazardous goods.

4. Good community relationship. Do business based on good intention to all stakeholders and build strong relationship in business and social sectors. Do not produce goods or services unacceptable by each party.

Organization culture refers to the values and traditions that most members of an organization accept and use as a corporate behavior.

The elements of organization culture are divided into 3 dimensions as follows:

1. Individual dimension of personnel consists of three characteristics:

1) Each individual has different psychological traits, such as different beliefs, backgrounds and needs.

2) People have different aptitudes, abilities and skills. Therefore, in order to work in the organization, the basis of different abilities is used as a determinant.

3) Attitude and behavior of each individual vary depending on the influence of the consequences of their responsible work together with the environment and social factors of such work.

2. Interpersonal dimension of personnel consists of three characteristics:

1) All groups of personnel have their own characteristics and types of assignments. For example, salespeople or service employees are required to interact with their customers, while computer employees have no need to contact customers. Therefore, the characteristics of

the salespeople or service employees are different from those of
the computer employees.

2) A group consists of many people who come from many
departments with different capabilities and   needs

3) A process or method of group work, including social
relationships of the members within the group, is often different. For
example, for different members of a group of bank employees, the
bank employees working in the branches are usually busy with doing
paperwork, providing customer services, solving problems for
customers, and utilizing the tools or devices quickly to meet the
needs of customers,   while the bank employees working in the central
office or headquarters often focus on attending many meetings,
wearing a suit, having a computer or documents for decoration, and
having more forma lunch. In addition, the relationship types of the
different personnel are also different based on the needs and
conditions of their work.

3. Task dimension is considered to be the most important and key part of
the organization. All missions or tasks in the organization must be accomplished   to
achieve its established goals efficiently. Tasks can be   divided into 2 levels:

Level 1 is a work of the organization that is close to the
corporate strategy and that can be accomplished by the cooperation
of all people in the organization.

Level 2 is a sub-work that is allocated to different groups of
personnel and then collected and processed as work of the
organization. These allocated sub-works are real works. The work of
the organization is collectively named with an effort to achieve a
higher success. In fact, the people create the success based on their
knowledge and ability. Therefore, the work of the organization is

allocated to different personnel based on their knowledge and ability, and rewarding these people or groups of personnel is also different based on the nature of their work.

Employee engagement refers to a voluntary effort that exceeds the minimum requirement for a direct target of the organization, including dedication of extra time to accomplish tasks faster.

Five elements of employee engagement to the organization are:

1. The confidence and acceptance of goals and values of the organization are a sense of agreement towards the organization's goals, values and policies, including the expression that they are part of the organization.

2. The need to remain a member of the organization is the need to remain working as an employee of the organization with no thought of leaving for another occupation or moving to another agency.

3. The willingness to fully work for the organization is a sacrifice of time, physical power, and ideas to work at their best with a hope that the work is successful with quality, which will result in the success of the organization.

4. The protection of the organization's reputation and image is a good feeling and positive speaking for the organization with being dissatisfied with those talking about their organization in a bad way.

5. The pride of being part of the organization is a gladness and pride of working in the organization. They are proud to announce that they are an employee of the organization and are likely to represent the organization to participate in activities both inside and outside the organization. The opinion that they are the key and quality personnel of the organization can help the organization to operate effectively.

Job performance refers to having an excellent performance of people in the organization to achieve the organization's objectives.

There are four indicators that will be used to evaluate the performance of employees:

1. The quality of work is the behavior of a person or group of people that represents the quantity and quality of work, which can achieve the organization's objectives.

2. The collaboration of work is the behavior of a person or group of people that demonstrates their acceptance of values, traditions, and conditions of the organization and that they can work with others.

3. The motivation to help the organization is the behavior of a person or group of people that demonstrates their willingness to benefit the organization.

4. The adaptability is the behavior of a person or group of people that demonstrates their ability to adapt themselves to different people, situations, and environments both inside and outside the organization.

Figure 3.2 A structural equation model of business ethics, organization culture, employee engagement, and job performance of flight attendants

From the conceptual framework shown in Figure 3.1, it can be modified as a structural equation model in Figure 3.2 based on the literature review on the factors

that affect the business ethics (Graham, 2009); (Wattanasopasiri, 2005); (Pirayatanarak, 2012); (Suwanapak, 2010); (Panawese, 1997); and (Chumsupanwaree, 2007) and the organization culture ((Promkaew, 2004); (Cowarin, 2006); (Hood, 2002); and (Yun et al., 2017).

And Organization Culture(Promkaew, 2004); (Cowarin, 2006); (Hood, 2002); (Yun et al., 2017)
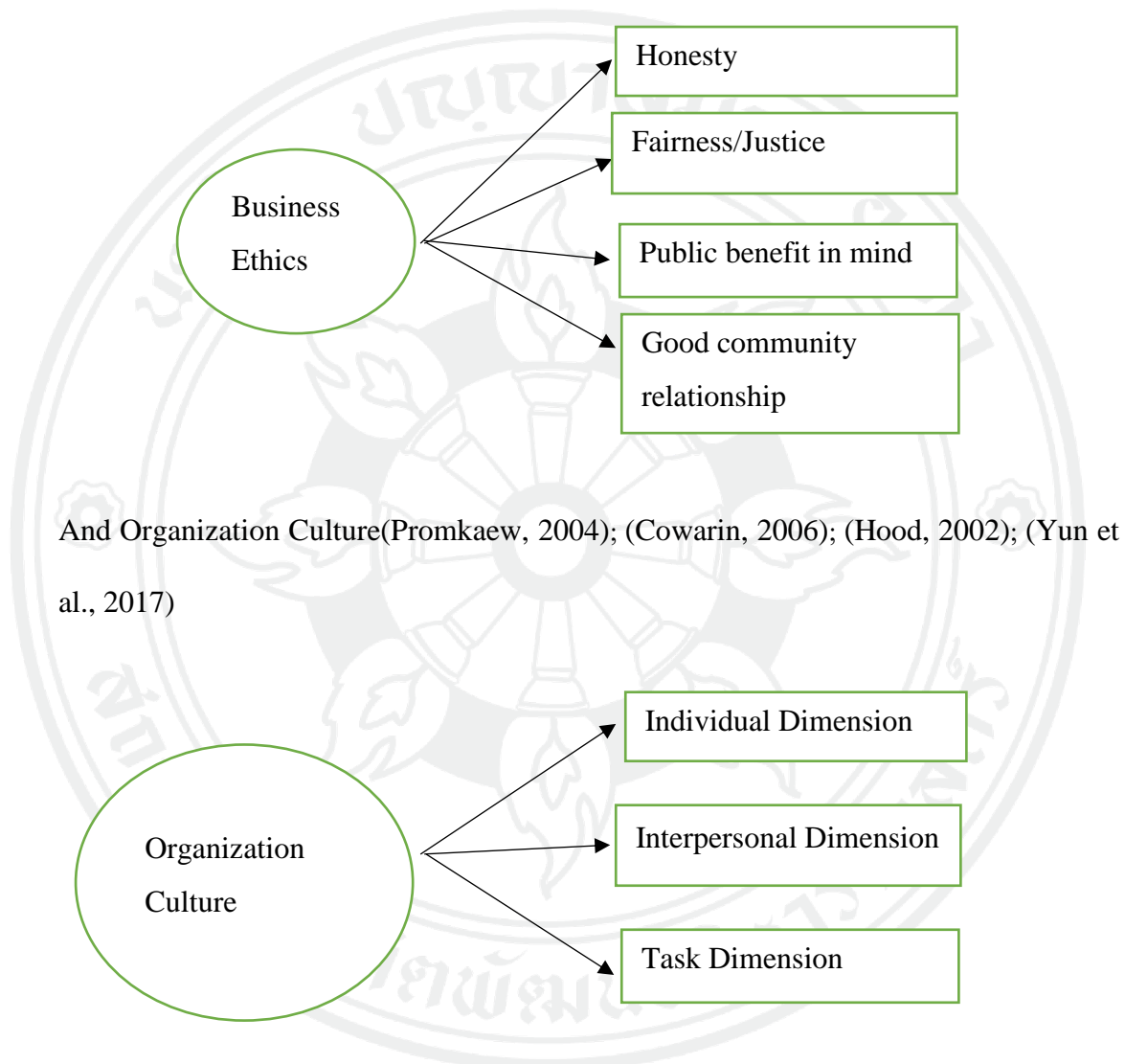
The components of the employee engagement include 1)trust and accept the organization's goal and values; 2) need to retain membership; 3) a readiness to use an effort to work for the organization; 4) to protect the organization's image and prestige; and 5) proud to be involved in the organization. (Anand, 2017); (Stoyanova & Iliev, 2017); (Akhtar et al., 2016); (Aghaz & Tarighian, 2016); (Pandita & Singhal, 2017)
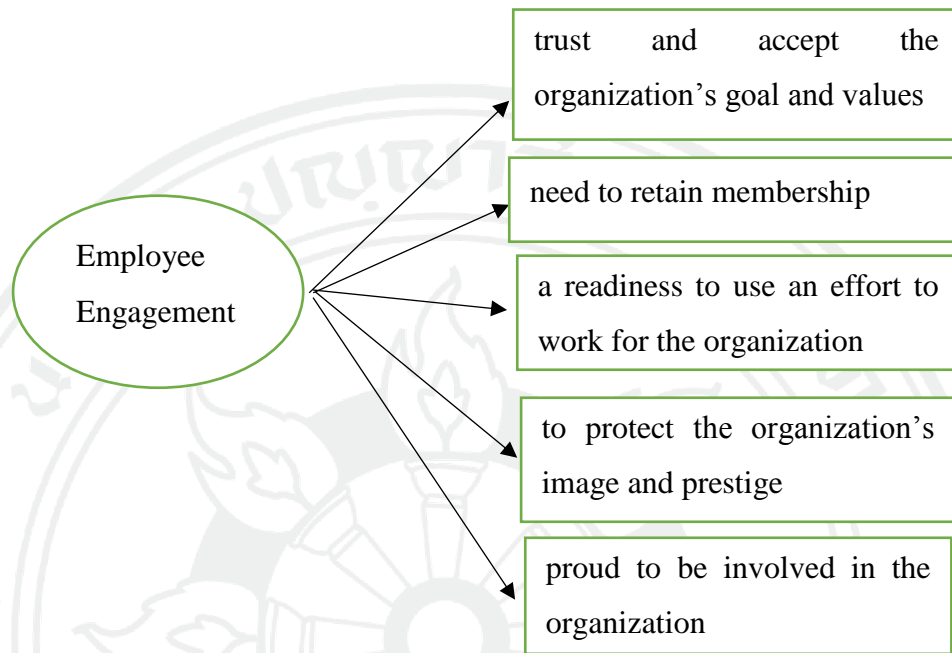
Job performance is a component that is used as an indicator of employee's performance (Menges, 2017); (J. Ogilviea, Rapp, Adam., Agnihotri, Raj., and Bachrach, G. Daniel. , 2017); and (Rung Lin, 2017).
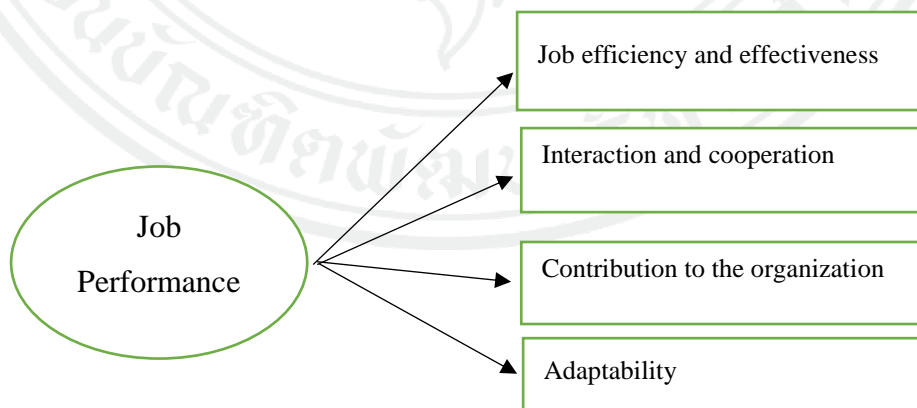
3.2   Research hypothesis

1. Business ethics is positive relationship with employee engagement in a statistically significant way when studied in the context of flight attendants of premium airlines. According to Kohlberg's moral development and Theory of Moral Tree of Duangduean Panthumnawin (Kohlberg, 1969);(Panthumnanawin, 1981)about business ethics development states that time is needed in order to improve ethics. As Kohlberg and Duangduean Panthumnawin, ethics is the ability to be respectful, do good, and be selfless. This selflessness should encompass the dedication an individual has towards an organization and for it to be successful. Ethics can be seen as the magnet that attracts people to the right direction

2. Organization culture is positive relationship with employee engagement in a statistically significant way when studied in the context of flight attendants of premium airlines. As mentioned, Organization Culture also plays a role in creating a work atmosphere which can reflect in an individual's behavior when working. According to Cherrington,(Cherrington, 1994) Daft (Daft, 2001)and Jones(Jones, 2004), a better Organization Culture will lead to more dedicated employees.

3. Employee engagement is positive relationship with job performance in a statistically significant way when studied in the context of flight attendants of premium airlines. As stated by Katz and Kahn's concept (Katz, 1996)about Employee Engagement also states that the dedication and enthusiasm of employees will reflect in their work and make it exemplary, which can be seen in their Job Performance in their organization.

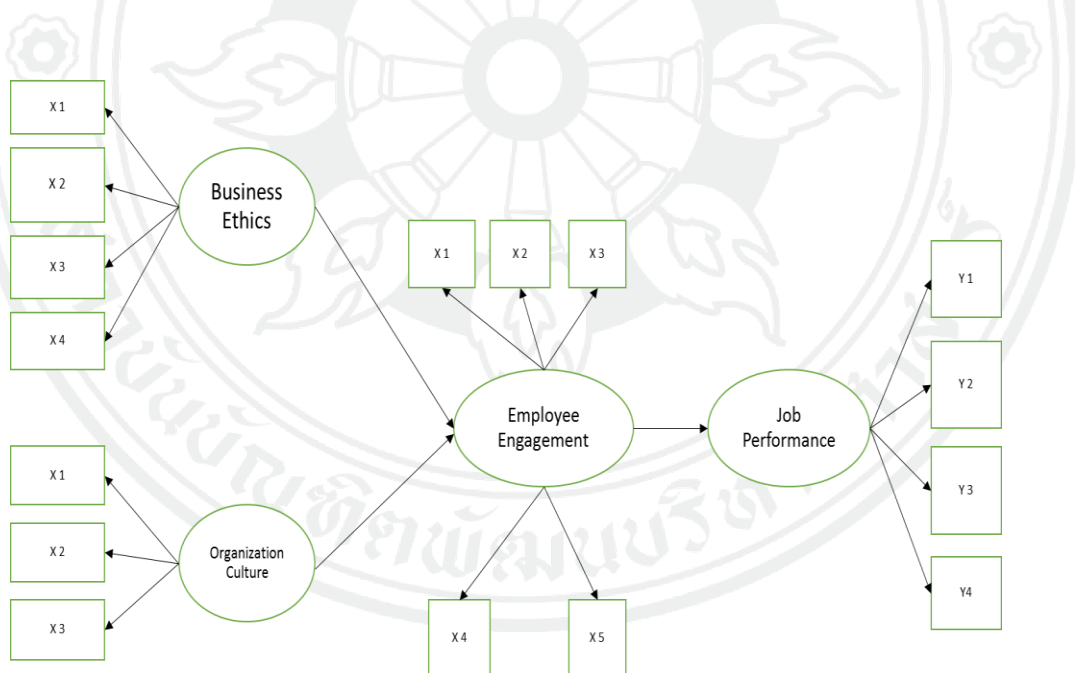4. The structural equation model of business ethics, organization culture, employee engagement and job performance of flight attendants based on empirical data of flight attendants.

3.3   Operational definition

1. Structural equation modeling is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is the combination of factor

analysis and multiple regression analysis, and it is used to analyze the structural relationship between measured variables and latent constructs.

2. The components of business ethics comprise of four aspects:

1. Honesty. Do business with integrity and provide products or services in accordance with advertisement. Responsible for tax payment and do not give bribery to government officials for business interest.

2. Fairness/Justice. Not exploit benefits from consumers by pricing a fair price and service for consumers and sharing benefits or exchanging for stakeholders, observing intellectual property and not using tricks or gimmicks to destroy competitors.

3. Public benefit in mind. Doing business should contemplate on all stakeholders' interests including shareholders, employees, society and environment, and not produce hazardous goods.

4. Good community relationship. Do business based on good intention to all stakeholders and build strong relationship in business and social sectors. Do not produce goods or services unacceptable by each party.

3. Organization culture is studied under organization behavior concept in three dimensions: individual dimension, interpersonal dimension and task dimension.

4. The measurement of employee engagement comprises of five components:

1. Trust and accept the organization's goal and values is an agreeable passion for goal, values, and policies of organization and also include an expression of him/ herself as unite with organization.

2. Need to retain membership is a passion to be an employee and work for organization, need not resign or transfer work with other organizations or other divisions.

3. A readiness to use an effort to work for the organization is a self-sacrifice for work with full ability and expect a good quality of successful job that affect to the organization's success.

4. To protect the organization's image and prestige is a good passion to share positive side of organization, not only need not other people mention

negative side to the organization but also protect the organization's image and prestige.

     5. Proud to be involved in the organization is a good feeling and proud to be a membership, proud to speak out to other people about membership, has a passion to join all activities both inside and outside the organization, and belief that him/herself is important and has the potential to operate the organization's activities efficiently.

5. The comprehensive performance appraisal for flight attendants with the following 4 models has been selected as follows:

     1. Job efficiency and effectiveness is a behavior of individual or team that show quality and quantity of tasks that achieve objectives.

     2. Interaction and cooperation is a behavior of the individual or team to accept the organization norm, rule, and condition and can work properly with other people

     3. Contribution to the organization is a behavior of the individual or team which intends to make a useful thing for the organization.

     4. Adaptability is a behavior of the individual or team to adjust with people, situation, and environment both inside and outside the organization.

6. Premium Airline is a study in the view of public limited companies only.

7. Flight Attendants is members of an aircrew employed by airlines primarily to ensure the safety and comfort of passengers not include Air Purser and In flight Manager.

3.4 Methodologies

The objectives of this research are to: 1) to investigate the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants; 2) to create a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants; 3) to test the model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants against empirical data.

3.4.1   Population

The quantitative research has been applied for this research and the population consists of flight attendants working for premium airlines with five years of experience or longer because these flight attendants are experienced in all works to be done on a plane and have flown at all stations where their airlines have been flying to.

1. Flight attendants of Thai Airways International Public Company Limited with experiences not less than 5 years. The exact number of population is not known because no official data is disclosed to the public.

2. Flight attendants of Bangkok Airways Public Company Limited with experiences not less than 5 years. The exact number of population is not known because no official data is disclosed to public.

3.4.2   Sample group

1. The sample group used in this research is Flight attendants working for Thai Airways International Public Company Limited and Bangkok Airways Public Company Limited with experiences not less than 5 years. The sample group used in this research consisted of flight attendants working for Thai Airways International Public Company Limited and Bangkok Airways Public Company Limited with experiences not less than five years. As the sample group has experiences for five years or more, they have enough experiences to provide information in the questionnaire. Particularly, flight attendants with over five-year experiences have been working extensive tasks of flight services(Theerathanongwut, 2016).

2. The size of sample group was determined in accordance with the rule of thumb, which has been widely applied. The multiple variables were set between 10 and 20 times of observed variable (Kline, 2011) Besides, several notable statisticians and researchers such as Hair Jr, Joseph F., Black, William C., Babin, Barry J., Anderson, Rolph E, (Hair Jr, Black, Babin, & Anderson, 2010) suggested

that this type of research should implement between 10 and 20 samples per one parameter which is predictor variable (Schumacker & Lomax, 2010) Likewise, Anderson, J., & Gerbing, D. W. (J. Anderson & Gerbing, 1988) recommended to use between 10 and 20 times of observed variables. Assoc. prof. Kanlaya Vanichbuncha mentioned similar sample size in the Structural Equation Mode: SEM Using AMOS textbook (Vanichbuncha, 2014) As 16 observed variables were used in this research. Sample size was determined at 20 time of variables.

3. As a result, the appropriate sample size consisted of at least 320 cases. To ensure the congruence test of empirical data hypotheses more reliable, the author add more 98 cases in the sample group. Hence, the sample group use in this research consisted of 418 cases. Meantime, the sample group was divided into two groups. First, 6,081 flight attendants working for Thai Airways International PLC. (Thai Airways International Co., 2017) Second, 672 flight attendants working for Bangkok Airways PLC. (Source: 2017 annual report, Bangkok Airways Public Co., Ltd. (Bangkok, 2017). After the proportion was determined, the questionnaires were sent to 380 flight attendants of Thai Airways and 38 flight attendants of Bangkok Airways.

4. The nonprobability sampling method was employed for selecting sample group. The convenience sampling was applied with flight attendants from Thai Airways International Co., Ltd and Bangkok Airways Public Co., Ltd.

3.4.3   Research tools

The questionnaire is used for compiling opinions and suggestions. It is closed-ended questions relevant to business ethics, organization culture, employee engagement and job performance. The questionnaire was used for compiling opinions and suggestions. It is closed-ended questions relevant to business ethics, organizational culture, employee engagement and job performance.   The questionnaire was developed based on the followings:

1. Study relevant documents, research papers, concepts and theories to specify definitions, research scope and variable structure.

2. Create questionnaire entitled "Questionnaire for Research on Structural Equation Model of Business Ethics, Organizational culture, Engagement and Performance Efficiency of Flight Attendants' consisted of three parts. First, opinions on factors of business ethics, organizational culture and engagement. The questionnaire was 5 rating scale as follows:

Level 5: the highest level of agreement

Level 4: high level of agreement

Level 3: moderate level of agreement

Level 2: low level of agreement

Level 1: the lowest level of agreement

Meantime, the first part contained 15 items of business ethics, 14 items of organizational culture and 16 items of employee engagement. Second part, opinions on performance achievement indicators contained 15 items of job performance. In total, there were 60 items of questions on business ethics, organizational culture, employee engagement and job performance. Third part, it was about questions on personal characteristics comprising of gender, age, education background, work-place and working experiences. Respondents were asked to choose from 5-item check list. The total number of questions in the questionnaire was 65 items.

3. Submitted the said questionnaire to thesis advisor for recommendation and improvement.

3.4.4 Tools reliability test

The content validity of this research has been tested by sending the questionnaire to experts for verifying the content validity and language appropriateness to request the suggestions and to improve the questionnaire as appropriate for real data collection. The content validity of this research was tested by sending the questionnaire to experts for the verification of the content validity and language appropriateness to request the suggestions and to improve the questionnaire as appropriate for real data collection. The results found that the IOC value obtained was 0.90. The questionnaire was developed based on documents, research papers,

concepts and theories study and examined by thesis advisor. Subsequently, it was reexamined by experts. The results proved that the questionnaire covered content structure and clear message. The IOC (Item Objective Congruence) was applied for verifying congruence with knowledge in the scope of determined knowledge. The index criteria were set at over 0.50 (IOC > 0.50). The IOC calculation formula is

$$IOC = \sum \frac{R}{N}$$

IOC = Item Objective Congruence

R = Scores from experts

$\sum R$ = Sum of scores from experts

N = Number of experts

Score from experts was set at +1, 0 or -1 as follows:

+1: congruent with or affirm that the item measures behavioral objective.

0: not affirm that the item measures behavioral objective.

-1: not congruent with or not affirm that the item measures behavioral objective. (Punyaratabandhu, 2013).

Five experts verifying the validity were:

1. Wacharapong Khunpluem, Ph.D.

   Lecturer Burapha Business School, Burapha University

2. Supaporn Prasongthan, PhD.

   Associate Dean (Quality Assurance) Faculty of Humanities,

   Kasetsart University

3. Prasidh Ingkanunt

   Inflight Manager / Cabin Crew Instructor, Thai Airways International Co.,Ltd.

4. Nontlachatara Viranuvatti, Ph.D.

   Air Purser, Thai Airways International Co.,Ltd.

5. Theerapong Theerathanongwut, Ph.D.

   Air Purser, Thai Airways International Co.,Ltd.

Among five experts, two experts having rich academic competency and being lecturers in the universities are Wacharapong Khunpluem, Ph.D. and Supaporn Prasongthan, PhD. Other three experts: Prasidh Ingkanunt, Nontlachatara Viranuvatti, Ph.D. and Theerapong Theerathanongwut, Ph.D. have experiences as flight attendants and flight manager over 20 years. Furthermore, Nontlachatara Viranuvatti, Ph.D. and Theerapong Theerathanongwut, Ph.D. have abundant experiences as flight attendants, supervisors and academic experience.

2. Correct language style used in the questionnaire according to experts' recommendations.

3. Screen questions with IOC were more than 0.05 for questionnaire test.

4. The questionnaire was tested with 30 cases of flight attendants to verify language understanding and research tool quality.

5. Conduct analysis on questionnaire quality through Cronbach's Alpha coefficient method.

Moreover, the reliability of questionnaire was tested as follows:

The reliability of modified questionnaire was tested with 30 respondents excluding the sample group to test whether it conveys message in line with the purposes of the researcher as well as question appropriateness and understanding. The Cronbach's Alpha obtained was 0.96. The statistics analysis program was applied for reliability analysis. Alpha coefficient must reach .70 or higher.(Hair, Black, Babin, & Anderson, 2010)

6. Conduct complete questionnaire.

3.4.5   Data compilation

The data compilation conducted in this research is directly sending questionnaires to Flight attendants of premium airline including Thai Airways International Public Company Limited and Bangkok Airways Public Company Limited with minimum 5-year experiences. Afterwards, the researcher makes appointments with those respondents for collecting questionnaires. Finally, the data gathered from the questionnaires are coded for analysis. Additionally, the questions are clearly indicated in accordance with research objectives and scope.

3.4.6   Data analysis methods

Consequently, the researcher has completed the following process:

1) Verify questionnaire validity. Select the most valid questionnaire for analysis and marking scores under criteria.

2) The computer program for social science statistics is employed for data analysis.

3) Verify completeness and validity of data before coding.

4) Record coded data in data record form and computer.

5) Verify data correctness by computer program.

6) Conduct data processing in accordance with research objectives.

3.4.7   Analysis statistics

The researcher analyzed the data with a statistical package for Social Sciences (SPSS) and with AMOS   (Hair et al., 2010; Hair Jr et al., 2010)and (Sanglimsuwan & et.al, 2013) stated that this statistical software is an appropriate method to use for research questions proposed and structural equation modeling. They also recommends that there be a process for this structural equation modeling which could be summarized for this study as, the confirmatory factor analysis of each variable and the structural model assessment along with the re-specified structural

model consecutively. The computer program for social science statistics has been implemented for data analysis as follows:

Descriptive statistics applied for describing characteristics of data include:

1) Percentage: analyze general data of sample group.

2) Mean: interpret meanings of data.

3) Standard deviation: used together with mean to represent data distribution. SPSS for Window computer program has been applied for general data of respondents including gender, age, education background, work-place and working experience.

Inferential statistics

Data analysis under the first objective has been conducted to study structures of business ethics, organization culture and employee engagement of flight attendants. The factor analysis employed for data gathered from questionnaire is confirmatory factor analysis to verify construct validity of latent variable derived from measurement of construct variable in line with the measurement theory determined by the researcher and empirical data to verify and inspect variable structure as well as describe variable correlations in terms of the least number of unobserved variable according to the sample group. The steps of CFA are explained as follows:

1. Amos Program is used for creating measurement model of business ethics.

2. Bring data related to business ethics from SPSS computer program to model of business ethics for test.

3. Select values for analysis as follows: minimization history, standardized estimates, squared multiple correlations and modification indices.

4. SPSS and with AMOS are applied for data analysis of business ethics model.

5. Results of calculation are summarized in Table 3.1.

Table 3.1Goodness of Fit Statistics for Measurement Model

Index	Acceptable Level	Source
Chi-square/df	< 3.0	(Kline, 2011)
Goodness of Fit Index(GFI)	0 (no fit) to 1(perfect fit)	(Schumacker & Lomax, 2010)
Adjusted Goodness of Fit Index(AGFI)	0 (no fit) to 1(perfect fit)	(Schumacker & Lomax, 2010)
Comparative Fit Index(CFI)	>0.92	(Hair Jr et al., 2010)
Normed Fit Index(NFI)	>0.90	(Hair Jr et al., 2010)
Root Mean Square Error of Approximation(RMSEA)	<0.05	(Byrne, 1998)

6. If the results pass Goodness of Fit Statistics for Measurement Model, it means business ethics model is congruent with empirical data as theories derived from literature review in Chapter 2.

7. In case that the results fail to pass Goodness of Fit Statistics for Measurement Model, the researcher has to adjust the line among observed variables until the value of Goodness of Fit Statistics for Measurement Model passes the criteria and the model is congruent with empirical data. This means that the measurement model of business ethics is fit and can be used for a structural model evaluation. This mean that the measurement model of Business Ethics are fit and can be used for a structural model evaluation.

The data analysis under the second objective is conducted to build structural equation modeling of business ethics, organization culture, employee engagement and job performance of flight attendants.

The concept of Business Ethics, Organization Culture, Employee Engagement and Job Performance of flight attendant was created based on theory, concept paper, concerned research paper, and academic journals; the results of Business Ethics, Organization Culture, Employee Engagement toward Job Performance

The data analysis under the third objective is conducted to test structural equation modeling of business ethics, organization culture, employee engagement and

job performance of flight attendants based on empirical data. SPSS and with AMOS is employed for data analysis. All four latent variables from CFA are used for model creation. Afterwards, AMOS program is used for calculation that the values have to meet the criteria specified in Table 3.1 to prove that model is congruent with empirical data.

In Chapter 3, the concepts and theories from literature review are applied for determining research framework. The variables are divided into independent variables comprising of business ethics and organizational culture. The dependent variables are employee engagement and job performance. The hypothesis is divided into five topics. The methodology, data compilation methods and statistics used in data analysis are explained which lead to further data analysis discussed in Chapter 4 through the descriptive analysis and inferential analysis.
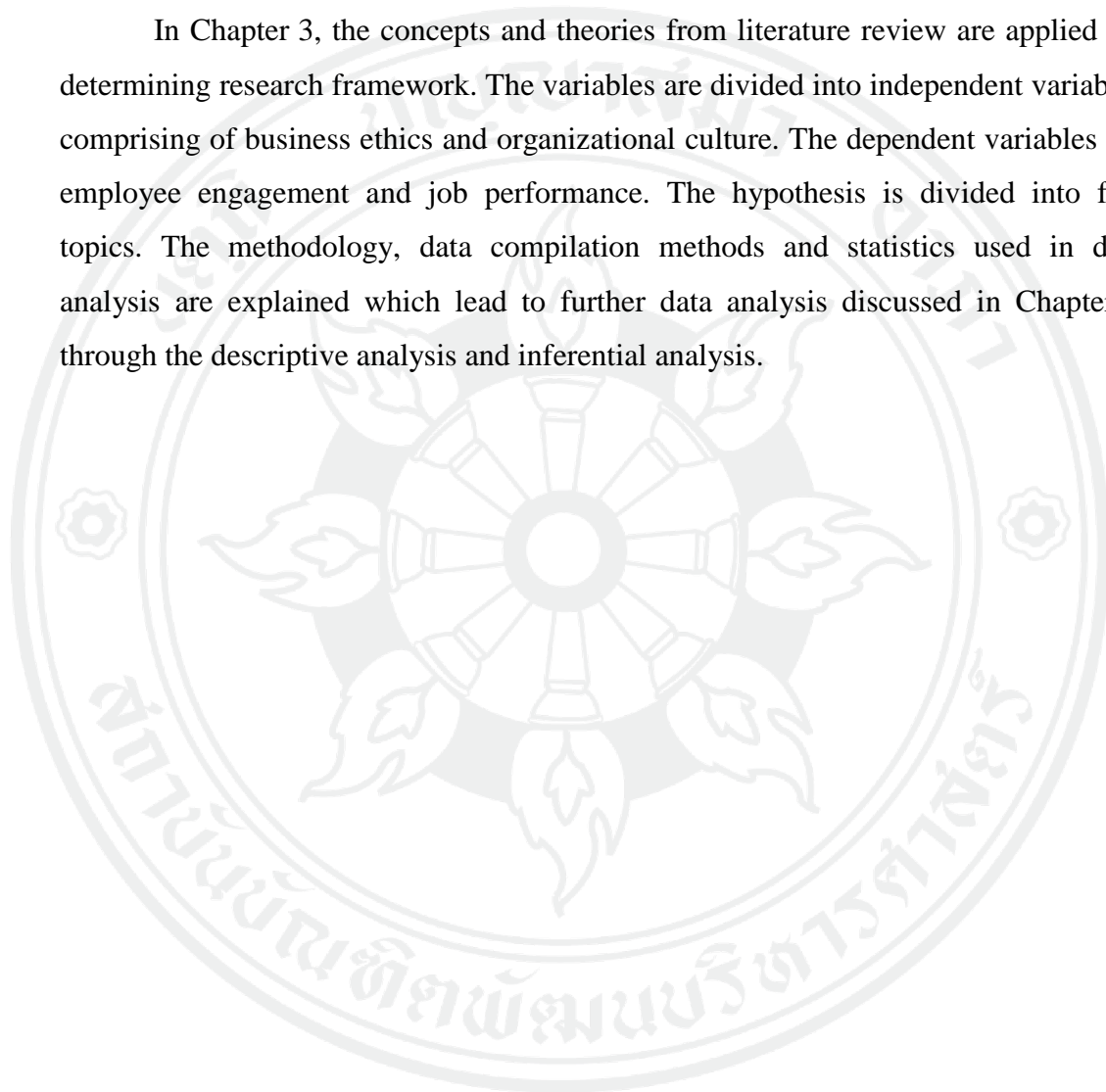
CHAPTER 4

DATA ANALYSIS AND RESEARCH FINDINGS

The purpose of this chapter is to present the findings of the study

The data derived from questionnaires was analyzed with computer program. The findings related to personal information and organization information, scale model level, analysis results of model components and test of hypothesis determined under the theory. Besides, consider correlation characteristics and influence among components of factors, ability to explain and predict organization efficiency in term of business ethics, organization culture and employee engagement, which similar to theoretical model to prove the hypothesis.

Symbols represent variables in this research.

Variables of Personal Background

4.1   Descriptive Results

Table 4.1 Details of Respondents based on Demographic Profile

Demographic Data of the respondents	Frequency	Percentage (%)
Gender		
Male	162	38.8
Female	256	61.2
Age		
Generation Y (15-35)	89	21.3
Generation X (36-55)	316	75.6
Generation Baby Boomer (56-60)	13	3.1

Demographic Data of the respondents	Frequency	Percentage (%)
Educational Level		
High School or equivalent	1	.2
Below Bachelor Degree	2	.5
Bachelor Degree	350	83.7
Master's Degree or higher	65	15.6
Work with		
Thai Airways International Public Co, Ltd.	380	90.9
Bangkok Airways Public Co, Ltd.	38	9.1
Work experience		
5-10 years	76	18.2
11-15 years	73	17.5
16-20 years	65	15.6
21-25 years	133	31.8
26-30 years	56	13.4
31 and over	15	3.6

The above mentioned table presents data collected from 418 respondents, in which 162 were male and 256 were female, accounting for 38.8% and 61.2%, respectively. The respondents' ages ranged from Generation X (36-55) at 75.6%, Generation Y (15-35) at 21.3%, and Generation Baby Boomer (56-60) at 3.1% consecutively.

The educational level of these 418 respondents were follows: Bachelor Degree was the greatest amount with 350 respondents (83.7%), next was Master's Degree or higher with 65 (15.6%), Below a Bachelor Degree had 2 respondents (0.5%) and High School or equivalent had 1 respondent (0.2%) respectively.

The greatest amount of respondents are working with Thai Airways International Public Co, Ltd. with 380 respondents (90.9%) and the respondents who work with Bangkok Airways Public Co, Ltd. were amount with 38 respondents (9.1%).

In reference to the work experience of the respondents, it could be concluded that the majority of them had work experienced 21-25 years (133 respondents or 31.8%) next were those with a work experienced of 5-10 years (76 respondents or 18.2%) and 11-15 years (73 respondents or 17.5%). Next were those respondents who had work experienced 16-20 years (65 respondents or 15.6%), follow by those with a work experienced 26-30 years (56 respondents or 13.4%) and finally, 15 respondents or 3.6% who had work experienced 31 years and over.

Symbols represent variables in this research.

In order to understand all findings and statistical test, listed below are some symbols and their meanings to help in clarification.

Symbol	Meaning
n, N	Number of samples
$\bar{x}$	Mean
%	Percentage
S.D.	Standard Deviation
P	Probability
Sig	Significance
***	Statistical Significance at 0.001 Level
df	degree of freedom
B	Beta Coefficient
CMIN/df	Chi-square/degree of freedom
GFI	Goodness of Fit Index
RMSEA	Root Mean Square Error of Approximattion
CFI	Comparative Fit Index
NFI	Normed Fit Index
AGFI	Adjusted Goodness of Fit Index

Variables of Personal Background

SEX means Masclinity and Feminity of respondents

AGE means Ages of respondents

DEGREE means Education attainment of respondents

WORK means Workplace of respondents

EXPERIENCE means Working experience

Latent Variables

BE = Business Ethics

OC = Organizational Culture

EE = Emplyee Engagement

JP = Job Performance

Observed Variables

Honesty = Honesty

Fair = Fairness/Justice

Public = Public benefit in mind

Good = Good community relationship

Individual = Individual Dimension

Interpersonal = Interpersonal Dimension

Task = Task Dimension

Trust = Trust and accept the organization's goal and values

Need = Need to retain membership

Read = A readiness to use an effort to work for organization

Protect = To protect the organization's image and prestige

Proud = Proud to be involved in the organization

Job = Job efficiency and effectiveness

Interact = Interaction and cooperation

Contribution = Contribution to the organization

Adapt = Adaptability

4.1.1   General Information of the Descriptive Results

In conjunction with the purpose of this study some assumptions were made between variables. Independent variables and dependent variables were collected per following: Honesty, Fairness/Justice, Public benefit in mind, Good community relationship, Individual Dimension, Interpersonal Dimension, Task Dimension, Trust and accept the organization's goal and values, Need to retain membership, A readiness to use an effort to work for the organization, To protect the organization's image and prestige, Proud to be involved in the organization, Job efficiency and effectiveness, Interaction and co-operation, Contribution to the organization and Adaptability. To describe the variables in this study, the interpretation of the mean scores of each variable were determined using the table below.

Table 4.2 Measurement Scale Level of Variables

Measurement Scales	Scores
Very low	1.00-1.80
Low	1.81-2.60
Moderate	2.61-3.40
High	3.41-4.20
Very high	4.21-5.00

The processes of the independent and dependent variables were analyzed in order to collect related data from Business Ethics, Organizational Culture, Employee Engagement and Job Performance of Flight Attendant. There were 418 respondents used to generate and present descriptive statistics in the form of frequency, percentage, mean and standard deviation (S.D.) as shown in the table below:

Table 4.3 Mean and Standard Deviation of Business Ethics

Business Ethics	Level of Opinion			
	$\bar{x}$	S.D.	Level of evaluation	No.
1. Honesty	4.44	0.86	Very high	3
2. Fairness/Justice	4.48	0.75	Very high	2
3. Public benefit in mind	4.56	0.67	Very high	1
4. Good community relationship	3.88	0.89	High	4
Total	4.34	0.79	Very high	

The above table shows that the significance of Business Ethics was very high ($\bar{x}$ =4.34); the most significant to the lease of Business Ethics were as follows: Public benefit in mind was the most significant ($\bar{x}$ =4.56), followed by Fairness/Justice ($\bar{x}$ =4.48), Honesty ($\bar{x}$=4.44), and the least significant Good community relationship ($\bar{x}$ =3.88)

Moreover, with a detailed study of each of variables of Business Ethics, there were various results in terms of the level of opinions of respondents, the averages, standard deviation, the level of evaluation and the significant level of each subtopic. The purpose of this elaboration is to provide the significant levels along with specific details of the opinions of the respondents 418 which is presented in the data below:

Table 4.4 Means and Standard Deviation of Honesty included in Business Ethics
Concept

Honesty	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. Business operation with **righteousness** resulting in employee engagement of flight attendants	330 (78.90)	63 (15.10)	14 (3.30)	2 (0.50)	9 (2.20)	4.68	0.75	Very high	1
2. Business operation with **standard services prescribed in the advertisement** resulting in employee engagement of flight attendants	214 (51.20)	116 (27.80)	64 (15.30)	17 (4.10)	7 (1.70)	4.22	0.96	Very high	4
3. Business operation with **integrity and without bribe to government officials for business benefits** resulting in employee engagement of flight attendants	310 (74.20)	63 (15.10)	31 (7.40)	7 (1.70)	7 (1.70)	4.58	0.83	Very high	2
4. Business operation with **Responsibility and without tax evasion** resulting in employee engagement of flight attendant	233 (55.70)	105 (25.10)	67 (16.0)	6 (1.40)	7 (1.70)	4.31	0.90	Very high	3
Total						4.44	0.86	Very high	

The above findings reveal that the significance of Honesty had an average of $\bar{x} = 4.44$. It can be seen from the table that business operation with righteousness resulting in employee engagement of flight attendants was the highest scores ($\bar{x}=4.68$), followed by business operation with integrity and without bribe to government officials for business benefits resulting in employee engagement of flight attendants ($\bar{x}=4.58$), business operation with responsibility and without tax evasion resulting in employee engagement of flight attendants ($\bar{x}=4.31$) , and business operation with standard services prescribed in the advertisement resulting in employee engagement of flight attendants ($\bar{x}=4.22$) appeared to be less significant.
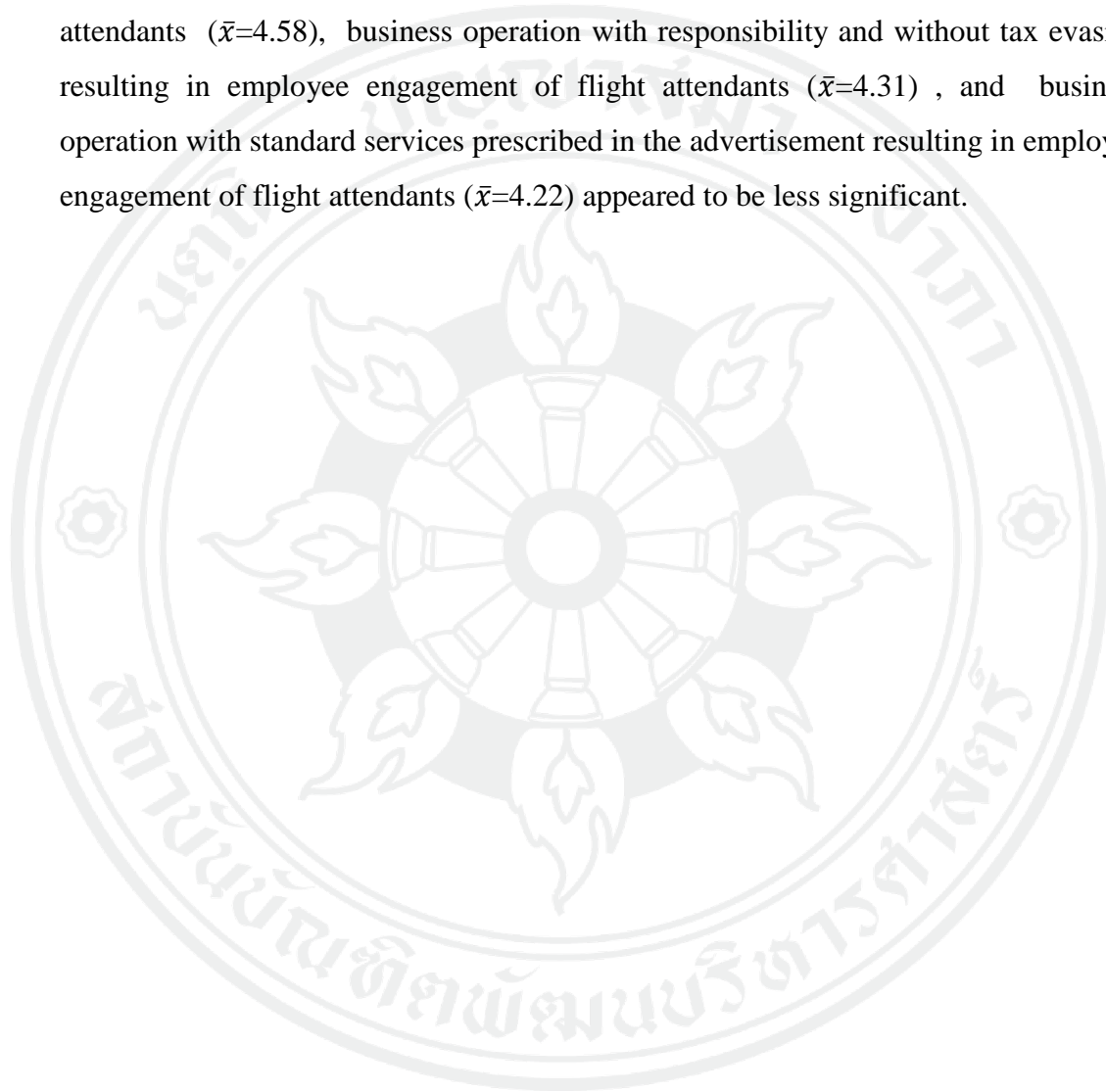
Table 4.5 Means and Standard Deviation of Fairness/Justice included in Business
Ethics Concept

Fairness/ Justice	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. Business operation **without exploitation from passengers** resulting in employee engagement of flight attendants	306 (73.20)	92 (22.0)	13 (3.10)	4 (1.0)	3 (0.70)	4.66	0.65	Very high	2
2. Business operation **without exploitation from stakeholders** resulting in employee engagement of flight attendants	327 (78.20)	70 (16.70)	14 (3.30)	5 (1.20)	2 (0.50)	4.71	0.63	Very high	1
3. **Respect for intellectual property** resulting in employee engagement of flight attendants	233 (55.70)	123 (29.40)	55 (13.20)	4 (1.0)	3 (0.7)	4.38	0.80	Very high	3
4. **Organization not implement unfair methods to destroy competitors** resulting in employee engagement of flight attendants	201 (48.10)	122 (29.20)	79 (18.90)	7 (1.70)	9 (2.20)	4.19	0.94	High	4
Total						4.48	0.75	Very high	

The above findings reveal that the significance of Fairness/Justice had an average of $\bar{x}$=4.48. It can be seen from the table that business operation without exploitation from stakeholders resulting in employee engagement of flight attendants was the highest scores ($\bar{x}$=4.71), followed by business operation without exploitation from passengers resulting in employee engagement of flight attendants ($\bar{x}$=4.66), respect for intellectual property resulting in employee engagement of flight attendants ($\bar{x}$=4.38), and organization not implement unfair methods to destroy competitors resulting in employee engagement of flight attendants ($\bar{x}$=4.19) appeared to be less significant.
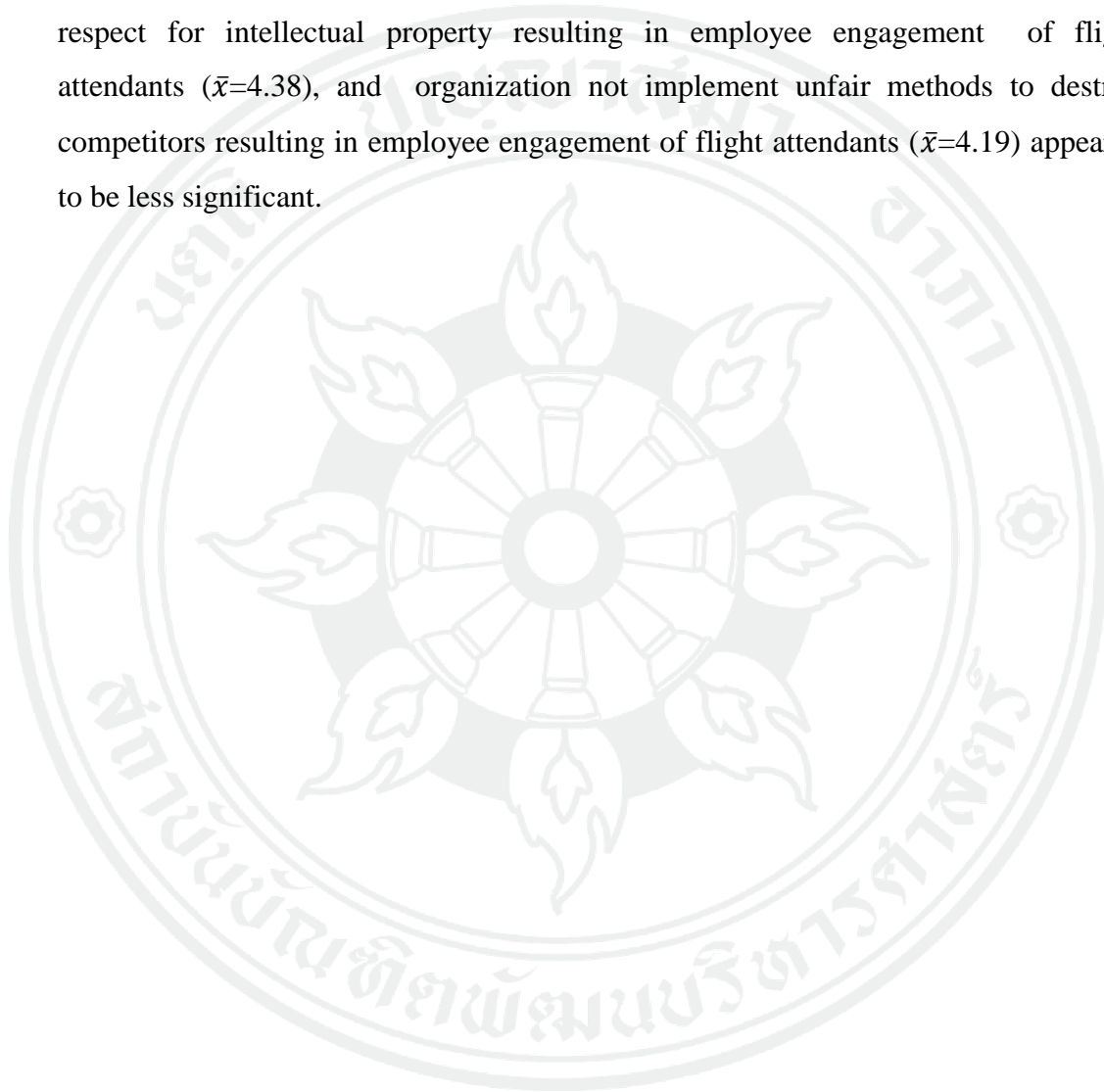
Table 4.6 Means and Standard Deviation of Public Benefit in Mind included in

Business Ethics Concept

Public benefit in mind	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Organization considers benefits of all stakeholders** resulting in employee engagement of flight attendants	332 (79.40)	65 (15.60)	18 (4.30)	2 (0.50)	1 (0.20)	4.73	0.58	Very high	1
2. **Organization focuses on environment issues** resulting in employee engagement of flight attendants	237 (56.70)	116 (27.80)	58 (13.90)	7 (1.70)	0 (0.00)	4.39	0.78	Very high	4
3. **Focus on quality services** resulting in employee engagement of flight attendants	289 (69.10)	101 (24.10)	25 (6.20)	2 (0.50)	1 (0.20)	4.61	0.64	Very high	2
4. **Consistent cabin crew competency** resulting in employee engagement of flight attendants	267 (63.90)	115 (27.50)	33 (7.9)	1 (0.20)	2 (0.50)	4.54	0.69	Very high	3
Total						4.56	0.67	Very high	

The above table shows that the overall mean scores of all aspects of Public benefit in mind of Business Ethics were rated very high ($\bar{x}$= 4.56). Correspondingly, Organization considers benefits of all stakeholders resulting in employee engagement

of flight attendants was rated very high ($\bar{x}$=4.73), followed by focus on quality services resulting in employee engagement of flight attendants ($\bar{x}$=4.61), consistent cabin crew competency development resulting in employee engagement of flight attendants ($\bar{x}$=4.54), and Organization focuses on environment issues resulting in employee engagement of flight attendants ($\bar{x}$ =4.39) respectively.

Table 4.7 Means and Standard Deviation of Good Community Relationship included in Business Ethics Concept

Good community relationship	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1 **Building good relationship with government authorities** resulting in employee engagement of flight attendants.	117 (28.0)	145 (34.70)	138 (33.0)	15 (3.60)	3 (0.70)	3.85	0.89	High	2
2. **Building good relationship with people** resulting in employee engagement of flight attendants	164 (39.2)	157 (37.60)	90 (21.50)	7 (1.70)	0 (0.00)	4.14	0.80	Very high	1
3. **Building good relationship with nonprofit organization (NGO)** resulting in employee engagement of flight attendants	110 (26.30)	129 (30.90)	144 (34.40)	26 (6.20)	9 (2.20)	3.72	0.98	High	3
Total						3.88	0.89	High	

Most of the opinions of the respondents regarding Good community relationship were rated high with average of $\bar{x}$=3.88. When sorting the items according to each Good community relationship, it was found that Building good relationship with people resulting in employee engagement of flight attendants was the highest scores ($\bar{x}$=4.14), followed by building good relationship with government authorities resulting in employee engagement of flight attendants ($\bar{x}$=3.85), and Building good relationship with nonprofit organization (NGO) resulting in employee engagement of flight attendants ($\bar{x}$=3.72) respectively.

Table 4.8 Mean and standard deviation of Organization Culture

Organization Culture	Level of Opinion			
	$\bar{x}$	S.D.	Level of evaluation	No.
1. Individual Dimension	4.58	0.64	Very high	1
2. Interpersonal Dimension	4.29	0.79	Very high	3
3. Task Dimension	4.49	0.69	Very high	2
Total	4.45	0.70	Very high	

The above table shows that the significance of Organization Culture was very high ($\bar{x}$=4.46); the most significant to the least significant of Organization Culture were as follow: Individual Dimension was the most significant ($\bar{x}$=4.59), follow by Task Dimension ($\bar{x}$=4.49), and the least significant was Interpersonal Dimension ($\bar{x}$=4.30).

Moreover, with a detailed study of each of variables of Organization Culture, there were various results in terms of the level of opinions of respondents, the averages, standard deviation, the level of evaluation and the significant level of each subtopic. The purpose of this elaboration is to provide the significant levels along with specific details of the opinions of the respondents 418 which is presented in the data below:

Table 4.9 Means and Standard Deviation of Individual Dimension included in
Organization Culture Concept

Individual Dimension	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Working freedom in working** resulting in employee engagement of flight attendants	247 (59.10)	129 (30.90)	34 (8.10)	4 (1.0)	4 (1.0)	4.46	0.76	Very high	3
2. **Consistent skill and competency development** resulting in employee engagement of flight attendants.	229 (54.80)	151 (36.10)	34 (8.10)	3 (0.70)	1 (0.20)	4.44	0.69	Very high	4
3. **Distinct practice guidelines** resulting in employee engagement of flight attendants	309 (73.90)	91 (21.80)	14 (3.3)	3 (0.7)	1 (0.2)	4.68	0.59	Very high	2
4. **Work motivation** resulting in employee engagement of flight attendants	347 (83.0)	56 (13.40)	10 (2.40)	4 (1.0)	1 (0.20)	4.77	0.55	Very high	1
Total						4.58	0.64	Very high	

The above findings reveal that the significance of Individual Dimension had
an average of $\bar{x}$=4.58. It can be seen from the table that work motivation resulting in
employee engagement of flight attendants was the highest scores ($\bar{x}$=4.77), followed

by distinct practice guidelines resulting in employee engagement of flight attendants
($\bar{x}$=4.68), freedom in working resulting in employee engagement of flight attendants
($\bar{x}$=4.46), and consistent skill and competency development resulting in employee
engagement of flight attendants, respectively

Table 4.10 Means and Standard Deviation of Interpersonal Dimension included in
Organization Culture Concept

Interpersonal Dimension	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Determine goals focusing on teamwork** resulting in employee engagement of flight attendants	231 (55.30)	147 (35.20)	36 (8.60)	4 (1.0)	0 (0.0)	4.44	0.69	Very high	1
2. **Emphasize on social relationship among group members** resulting in employee engagement of flight attendants	221 (52.90)	149 (35.60)	40 (9.60)	6 (1.40)	2 (0.50)	4.39	0.75	Very high	2
3. **Emphasize on group rewards rather than individual rewards** resulting in employee engagement of flight attendants	174 (41.60)	131 (31.30)	93 (22.20)	15 (3.60)	5 (1.20)	4.08	0.94	High	4

Interpersonal Dimension	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
4. **Acknowledge and understand behavior of groups in organization** resulting in employee engagement of flight attendants	187 (44.70)	165 (39.50)	59 (14.10)	5 (1.20)	2 (0.50)	4.26	0.78	Very high	3
Total						4.29	0.79	Very high	

The Organization Culture found in Interpersonal Dimension, presented in the table above indicates that the most of opinions rated Determine goals focusing on teamwork resulting in employee engagement of flight attendants was the highest score ($\bar{x}$=4.44), followed by emphasize on social relationship among group members resulting in employee engagement of flight attendants ($\bar{x}$=4.39); while acknowledge and understand behavior of groups in organization resulting in employee engagement of flight attendants ($\bar{x}$=4.26) , and emphasize on group rewards rather than individual rewards resulting in employee engagement of flight attendants ($\bar{x}$=4.08) respectively.

Table 4.11 Means and Standard Deviation of Task Dimension included in
Organization Culture Concept

Task Dimension	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Focus on designated duties** resulting in employee engagement of flight attendants	238 (56.90)	150 (35.90)	24 (5.70)	4 (1.0)	2 (0.50)	4.47	0.69	Very high	5

Task Dimension	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
2. **Job designation in accordance with individual competencies** resulting in employee engagement of flight attendants	242 (57.90)	148 (35.40)	21 (5.0)	6 (1.40)	1 (0.20)	4.49	0.68	Very high	4
3. **Job designation in accordance with group** competencies resulting in employee engagement of flight attendants	211 (50.50)	158 (37.80)	43 (10.30)	5 (1.20)	1 (0.20)	4.37	0.73	Very high	6
4. **Rewards in line with designated job accomplishment** resulting in employee engagement of flight attendants	264 (63.20)	127 (30.40)	21 (5.0)	2 (0.50)	4 (1.0)	4.54	0.70	Very high	2
5. **Organization emphasizes on employees attempt to complete designated job** resulting in employee engagement of flight attendants	284 (67.90)	112 (26.80)	16 (3.8)	3 (0.70)	3 (0.70)	4.60	0.66	Very high	1

| Task | Level of opinion | | | | | | | Level | |
Dimension	5	4	3	2	1	$\bar{x}$	S.D.	Of evaluation	No
6. **Career path relies on job achievement** resulting in employee engagement of flight attendants	256 (61.20)	122 (29.20)	35 (8.40)	3 (0.70)	2 (0.50)	4.50	0.72	Very high	3
Total						4.49	0.69	Very high	

The findings presented in the above table reveal an overall average of $\bar{x} = 4.49$ on opinions regarding Task Dimension of Organization Culture. Future, it was found that the majority of opinions showed that organization emphasizes on employees attempt to complete designated job   resulting in employee engagement of flight attendants was the highest score ($\bar{x}=4.60$). This was followed by rewards in line with designated job accomplishment resulting in employee engagement of flight attendants ($\bar{x}=4.54$), and career path relies on job achievement resulting in employee engagement of flight attendants ($\bar{x}=4.50$), and job designation in accordance with individual competencies resulting in employee engagement of flight attendants ($\bar{x}=4.49$), and focus on designated duties resulting in employee engagement of flight attendants ($\bar{x}=4.47$), and finally, Job designation in accordance with group competencies resulting in employee engagement of flight attendants ($\bar{x}=4.37$).

Table 4.12 Mean and Standard Deviation of Employee Engagement

Employee Engagement	Level of Opinion			
	$\bar{x}$	S.D.	Level of evaluation	No.
1. Trust and accept the organization's goal and values	4.24	0.82	Very high	3
2. Need to retain membership	4.03	0.94	High	5
3. A readiness to use an effort to work for organization	4.51	0.71	Very high	1
4. To protect the organization's image and prestige	4.37	0.78	Very high	2
5. Proud to be involved in the organization	4.12	0.89	High	4
Total	4.25	0.82	Very high	

The above table shows that the significance of Employee Engagement was very high ($\bar{x}$=4.25); the most significant to the lease of Employee Engagement were as follows: A readiness to use an effort to work for organization ($\bar{x}$=4.51), followed by to protect the organization's image and prestige ($\bar{x}$=4.37), and trust and accept the organization's goal and values ($\bar{x}$=4.24), and proud to be involved in the organization ($\bar{x}$=4.12), and the least significant was need to retain membership ($\bar{x}$=4.03)

Table 4.13 Means and Standard Deviation of Trust and Accept the Organization's
Goal and Values included in Employee Engagement Concept

Trust and accept the organization's goal and values	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Agree to goals and values of organization** resulting in good and efficient working behavior	181 (43.30)	167 (40.0)	56 (13.40)	11 (2.60)	3 (0.70)	4.21	0.83	Very high	3
2. **Confident to organization policies** resulting in good and efficient working behavior	207 (49.50)	142 (34.0)	58 (13.90)	9 (2.20)	2 (0.50)	4.29	0.82	Very high	1
3. **Being a part of organization** resulting in good and efficient working behavior	187 (44.70)	156 (37.30)	64 (15.30)	9 (2.20)	2 (0.50)	4.23	0.82	Very high	2
Total						4.24	0.82	Very high	

The above findings reveal that the significance of Trust and accept the
organization's goal and values had an average of $\bar{x}$=4.24. It can be seen from the
table that confident to organization policies resulting in good and efficient working
behavior was the highest score ($\bar{x}$=4.29), follow by being a part of organization
resulting in good and efficient working behavior ($\bar{x}$=4.23), and agree to goals and
vales of organization resulting in good and efficient working behavior, respectively
($\bar{x}$=4.21) appeared to be less significant.

Table 4.14 Means and Standard Deviation of Need to Retain Membership included in

Employee Engagement Concept

Need to retain membership	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Desire to retain in the organization** resulting in good and efficient working behavior	205 (49.0)	154 (36.80)	52 (12.40)	6 (1.40)	1 (0.20)	4.31	0.77	Very high	1
2. **No transfer to other departments** resulting in good and efficient working behavior	129 (30.90)	151 (36.10)	116 (27.80)	16 (3.80)	6 (1.40)	3.90	0.92	High	2
3. **No desire to resign** resulting in good and efficient working behavior	159 (38.0)	125 (29.90)	89 (21.30)	21 (5.0)	24 (5.70)	3.89	1.14	High	3
Total						4.03	0.94	High	

The opinions of the respondents regarding need to retain membership were rated with of $\bar{x}$=4.03. It was found that desire to retain in the organization resulting in good an average and efficient working behavior gained the highest score ($\bar{x}$=4.31), followed by no transfer to other departments resulting in good and efficient working behavior ($\bar{x}$=3.90), and no desire to resign resulting in good and efficient working behavior ($\bar{x}$=3.89) respectively.

Table 4.15 Means and Standard Deviation of a Readiness to Use an Effort to Work for
Organization included in Employee Engagement Concept

A readiness to use an effort to work for organization	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Willingness to work for organization** resulting in good and efficient working behavior	286 (68.40)	103 (24.60)	24 (5.70)	3 (0.70)	2 (0.50)	4.59	0.67	Very high	2
2**. Intention to produce successful work** resulting in good and efficient working behavior	294 (70.30)	100 (23.90)	22 (5.30)	2 (0.50)	0 (0.0)	4.64	0.60	Very high	1
3. **Devote time, vitality and thought for successful work** resulting in good and efficient working behavior	216 (51.70)	138 (33.0)	48 (11.50)	11 (2.60)	5 (1.20)	4.31	0.86	Very high	3
Total						4.51	0.71	Very high	

The opinions of respondents regarding a readiness to use an effort to work for organization. The findings found that intention to produce successful work resulting in good and efficient working behavior was very high ($\bar{x}$=4.64), followed by willingness to work for organization resulting in good and efficient working behavior ($\bar{x}$=4.59); while, of lesser importance was devote time, vitality and thought for

successful work resulting in good and efficient working behavior which had mean score of $\bar{x}$=4.31.

Table 4.16 Means and Standard Deviation of to Protect the Organization's Image and Prestige included in Employee Engagement Concept

To protect the organization's image and prestige	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. **Good feeling towards organization** resulting in good and efficient working behavior	309 (73.90)	85 (20.30)	20 (4.80)	2 (0.50)	2 (0.50)	4.66	0.63	Very high	1
2**. Positive speaking about organization** resulting in good and efficient working behavior	214 (51.20)	131 (31.30)	59 (14.10)	9 (2.20)	5 (1.20)	4.29	0.87	Very high	2
3**. Engage in protecting organization fame** resulting in good and efficient working behavior	172 (41.10)	162 (38.80)	69 (16.50)	13 (3.10)	2 (0.50)	4.16	0.84	High	3
Total						4.37	0.78	Very high	

The above finding reveal that significance of to protect the organization's image and prestige an average of $\bar{x}$=4.37. It can be seen from the table that good feeling towards organization resulting in good and efficient working behavior was the highest score ($\bar{x}$=4.66), followed by positive speaking about organization resulting in

good and efficient working behavior ($\bar{x}$=4.29) and engage in protecting organization

fame resulting in good and efficient working behavior, respectively ($\bar{x}$=4.16) of

engage in protecting organization fame appeared to be less significant.

Table 4.17 Means and Standard Deviation of Proud to Be Involved in the
Organization Included in Employee Engagement Concept

Proud to be involved in the organization	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1 Be proud to work in the organization resulting in good and efficient working behavior.	269 (64.40)	112 (26.80)	31 (7.40)	6 (1.40)	0 (0.0)	4.54	0.69	Very high	1
2. Be proud to tell others that they are flight attendants of the airline resulting in good and efficient working behavior	174 (41.60)	152 (36.40)	67 (16.0)	16 (3.80)	9 (2.2)	4.11	0.95	High	2
3. Representative of organization to attend internal and external resulting in good and efficient working behavior	110 (26.30)	149 (35.60)	122 (29.20)	26 (6.20)	11 (2.60)	3.76	0.99	High	4
4. Opinion that one is important personnel and able to help organization resulting in good and efficient working behavior	167 (40.0)	163 (39.0)	63 (15.10)	16 (3.80)	9 (2.20)	4.10	0.94	High	3
Total						4.12	0.89	High	

The above table shows that the overall mean scores of Proud to be involved in the organization of Employee Engagement were rated high ($\bar{x}$=4.12). Correspondingly, be proud to work in the organization resulting in good and efficient working behavior was rated very high ($\bar{x}$=4.54), followed by be proud to tell others that they are flight attendants of the airline resulting in good and efficient working behavior ($\bar{x}$=4.11), opinion that one is important personnel and able to help organization resulting in good and efficient working behavior ($\bar{x}$=4.10), and representative of organization to attend internal and external activities resulting in good and efficient working behavior, respectively ($\bar{x}$=3.76).

There are many details of Business Ethics, Organization Culture and Employee Engagement which indicate the significance of each Business Ethics, Organization Culture and Employee Engagement impact on Job Performance of Flight Attendant. However, in order get a clearer picture of overview of Job Performance of Flight Attendant, each component is another variable of the study in this research.

The findings of the study show that most respondents who replied on the questionnaire surveys agreed with and realized that business ethics was crucial according to the results of questionnaire that mean of business ethics part was at 4.43, representing very high level. The fairness/justice gained the highest score as respondents focused on business operation without exploitation from stakeholders resulting in devotion of flight attendants. Meantime, stakeholders included customers, shareholders and business competitors. For organization culture part, mean was 4.45 which also at high level. In this part, individual dimension was considered most importantly. The selected choice was work motivation resulting in devotion of flight attendants. This represented significance of motivation to attract employees to fully devote in working for organization. Besides, in employee engagement part, mean was 4.25 or at very high level. The most selected choice was readiness to use and effort to work for organization resulting in good and efficient working behavior.

The below mentioned information is described in the following tables regarding the Job Performance of each component.

Table 4.18 Means and Standard Deviation of Job Performance of Flight Attendant

Job Performance	Level of Opinion			
	$\bar{x}$	S.D.	Level of evaluation	No.
1. Job efficiency and effectiveness	4.34	0.69	Very high	1
2. Interaction and cooperation	4.18	0.72	High	4
3. Contribution to the organization	4.34	0.66	Very high	2
4. Adaptability	4.21	0.75	Very high	3
Total	4.26	0.70	Very high	

The opinions of the respondents regarding all components of Job performance of flight attendant was very high ($\bar{x}$ =4.26). The finding show that the Job efficiency and effectiveness and Contribution to the organization were the highest with $\bar{x}$=4.34, followed by Adaptability with $\bar{x}$=4.21. Of lesser importance was Interaction and cooperation, which was still high, with a mean score of $\bar{x}$=4.18.

Table 4.19 Means and Standard Deviation of Job Efficiency and Effectiveness
included in Job Performance Concept

Job efficiency and effectiveness	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. Employee Engagement resulting in **intention to responsible quality work**	283 (67.70)	113 (27.0)	21 (5.0)	0 (0.0)	1 (0.20)	4.61	0.60	Very high	1
2 Employee Engagement resulting in **readiness to handle more workload**.	223 (53.30)	135 (32.30)	48 (11.50)	6 (1.40)	6 (1.40)	4.34	0.84	Very high	2
3. Employee Engagement resulting in **pleasure to help organization cost saving**	185 (44.30)	132 (31.60)	74 (17.70)	15 (3.60)	12 (2.90)	4.10	1.0	High	3
Total						4.35	0.81	Very high	

The above table presents the opinions of the respondents regarding the component of Job Performance in term of job efficiency and effectiveness. It was found that devotion resulting in intention to responsible quality work had a very high significance of 4.61, whereas the other components i.e. devotion resulting in readiness to handle more workload were lower, 4.34 and 4.10 respectively.

Table 4.20 Means and Standard Deviation of Interaction and Cooperation included in
Job Performance Concept

Interaction and cooperation	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. Employee Engagement resulting in **regulations and standards of organization**	130 (31.10)	157 (37.60)	106 (25.40)	22 (5.30)	3 (0.70)	3.93	0.91	High	4
2. Employee Engagement resulting in **readiness to work together with other flight attendants**	198 (47.40)	148 (35.40)	66 (15.80)	5 (1.20)	1 (0.20)	4.28	0.78	Very high	1
3. Employee Engagement resulting in **interaction with others in organization**	185 (44.30)	152 (36.40)	72 (17.20)	8 (1.90)	1 (0.20)	4.22	0.81	Very high	3
4. Employee Engagement resulting in **readiness to work with others**	203 (48.60)	139 (33.30)	68 (16.30)	6 (1.50)	2 (0.50)	4.27	0.81	Very high	2
Total						4.17	0.82	Very high	

The above table shows the component of Job Performance in term of
Interaction and cooperation. It found that the overall opinions were very high
($\bar{x}$=4.17). Of this the component, Employee Engagement resulting in readiness to
work together with other flight attendants had a very high significance of 4.28,
followed by Employee Engagement resulting in readiness to work with others (4.27),

Employee Engagement resulting in interaction with others in organization (4.22), while the least significant was the Employee Engagement resulting in acceptance of regulations and standards of organization at 3.93

Table 4.21 Means and Standard Deviation of Contribution to the Organization
included in Job Performance Concept

Contribution to the organization	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. Employee Engagement resulting in **desire to make benefits for organization**	215 (51.40)	158 (37.80)	44 (10.50)	1 (0.20)	0 (0.0)	4.40	0.68	Very high	1
2. Employee Engagement resulting in **support and assistance with organization**	213 (51.0)	151 (36.10)	50 (12.20)	4 (1.0)	0 (0.0)	4.37	0.72	Very high	2
3. Employee Engagement resulting in **readiness to solve urgent problems for organization.**	195 (46.70)	159 (38.0)	58 (13.90)	4 (1.0)	2 (0.50)	4.29	0.77	Very high	3
Total						4.35	0.72	Very high	

The findings present in the above table reveal an overall average 0f 4.35 from opinion regarding the Contribution to the organization of Job Performance of flight attendant. Future, it found that majority of respondents concentrated on the findings revealed that mean of Employee Engagement resulting in desire to make benefits for organization was 4.40. The other components that deal with Employee Engagement

resulting in support and assistance with organization ($\bar{x}$=4.37), and Employee Engagement resulting in readiness to solve urgent problems for ($\bar{x}$=4.29) respectively.

Table 4.22 Means and Standard Deviation of Adaptability included in Job
Performance Concept

Adaptability	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
1. Employee Engagement resulting to **readiness to improve work consistently**	236 (56.50)	136 (32.50)	43 (10.30)	1 (0.20)	2 (0.50)	4.44	0.72	Very high	1
2. Employee Engagement resulting to **readiness in ability to adapt oneself to others within the organization**	187 (44.70)	151 (36.10)	65 (15.60)	12 (2.90)	3 (0.70)	4.21	0.85	Very high	2
3. Employee Engagement resulting in **ability to adapt oneself to others inside the organization**	172 (41.10)	142 (34.0)	88 (21.10)	11 (2.60)	5 (1.20)	4.11	0.90	High	4
4. Employee Engagement resulting in **ability to adapt oneself to others outside the organization**	184 (44.0)	155 (37.10)	71 (17.0)	6 (1.40)	2 (0.5)	4.22	0.81	Very high	3

Adaptability	Level of opinion					$\bar{x}$	S.D.	Level Of evaluation	No
	5	4	3	2	1				
5. Employee Engagement resulting in **ability to adapt oneself to external environment**	153 (36.80)	159 (38.0)	88 (21.10)	14 (3.30)	4 (1.0)	4.05	0.89	High	5
Total						4.20	0.83	Very high	

Most of opinions of respondents regarding Adaptability were rated very high with an average of $\bar{x}$=4.20. When sorting items according to each component, it was found that Employee Engagement resulting to readiness to improve work consistently was the highest ($\bar{x}$=4.44), whereas, the least was following Employee Engagement resulting in ability to adapt oneself to external environment at $\bar{x}$=4.05.

The findings of the study show that most respondents who replied on the questionnaire surveys agreed with and realized that Job efficiency and effectiveness and Contribution to the organization. The findings of the study show that most respondents who replied the questionnaire agreed with and realized that job efficiency and effectiveness and contribution to the organization was the first priority. The Job efficiency and effectiveness were derived from intention to responsible work quality as first and foremost. Meanwhile, contribution to the organization was derived from desire to make benefits for organization as the most important

4.1.2 Results of Hypothesis Testing

This section of study presents the statistical analysis according to research hypothesis which were already set in the earlier chapters. The process that the researcher used as a hypothesis was imposed by use of a structural equation model for testing the relationship between the independent and dependent variables. The structural equation model (or SEM) could generate the multivariate technique incorporating observed (measured) and unobserved variables (latent constructs) that could be evaluated by model to fit to multiple tests.

The Structural Equation Model (SEM) is an appropriate tool for the multivariate analysis technique that studies the casual relationship among constructs. In addition, this structural equation model also integrates the measurement and hypothesis casual paths into a simultaneous assessment. Hence, in this study as the data was multivariate, the structural equation model was used in the form of a model.

The concept of Business Ethics, Organization Culture, Employee Engagement and Job Performance of flight attendant was created based on theory, concept paper, concerned research paper, and academic journals; the results of Business Ethics, Organization Culture, Employee Engagement toward Job Performance are shown in the figure below.
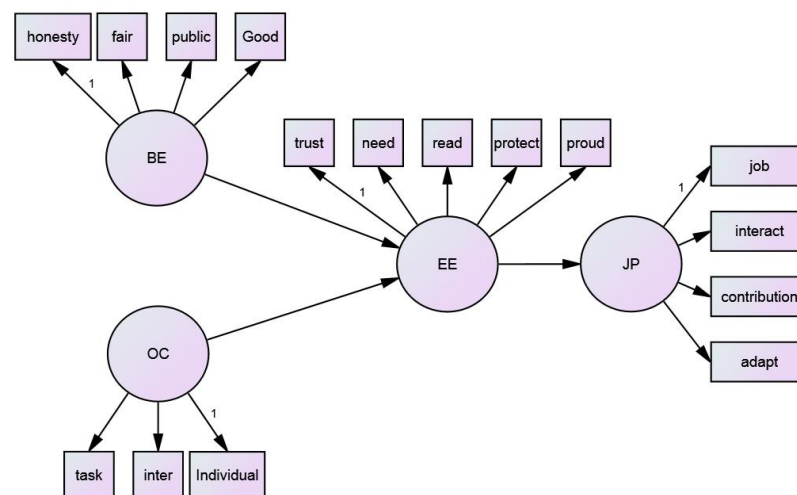
Figure 4.1 Hypothesis and Conceptual Framework of Business Ethics Organization Culture Employee Engagement and Job Performance

The above figure clearly shows four factors of Business Ethics (independent variable) consist of honesty, fairness/justice, public benefit in mind, and good community relation; three factors of Organization Culture comprise of Individual Dimension, Interpersonal Dimension, and Task Dimension; Trust and accept the organization's goal and values, Need to retain membership, A readiness to

use an effort to work for organization, To protect the organization's image and prestige, and proud to be involved in the organization are the five factors of Employee Engagement; and other dependent variables that go along with the four components are the components of Job efficiency and effectiveness, Interaction and cooperation, Contribution to the organization, and adaptability accordingly.

To examine the hypothesis, the researcher analyzed the data with a statistical package for Social Sciences (SPSS) and with AMOS (version 22) (Hair et al., 2010; Hair Jr et al., 2010)and (Sanglimsuwan & et.al, 2013) stated that this statistical software is an appropriate method to use for research questions proposed and structural equation modeling. They also recommends that there be a process for this structural equation modeling which could be summarized for this study as, the confirmatory factor analysis of each variable and the structural model assessment along with the re-specified structural model consecutively.

As mentioned in the above paragraph, the confirmatory factor analysis should be examined in order to confirm the relationship between a set of variables. This also supports the theoretical concept under the area of study. The stage of confirmatory factor analysis (CFA) of each variable was established for this study, which is divided into four sets of variables; one is Business Ethics, second is Organizational Culture, third is Employee Engagement, and Job Performance is the last. The results of the study for each confirmatory factor analyses needs to match with the overall model fit and criteria for construct validity which described in the table below.

Table 4.23 Goodness of Fit Statistics for Measurement Model

Index	Acceptable Level	Source
Chi-square/df	< 3.0	(Kline, 2011)
Goodness of Fit Index (GFI)	0 (no fit) to 1(perfect fit)	(Schumacker & Lomax, 2010)
Adjusted Goodness of Fit Index(AGFI)	0 (no fit) to 1(perfect fit)	(Schumacker & Lomax, 2010)
Comparative Fit Index(CFI)	>0.92	(Hair Jr et al., 2010)
Normed Fit Index(NFI)	>0.90	(Hair Jr et al., 2010)
Root Mean Square Error of Approximation(RMSEA)	<0.05	(Byrne, 1998)

The measurement model of Business Ethics is structured according to the four factors acknowledged by the literature review. The visual diagram of this confirmatory factor analysis (CFA) was carried out to following a multi-dimensionally construct of Business Ethics that comprise of four variables: honesty(Honesty), fair(Fairness/Justice), public(Public benefit in mind), and Good(Good community relationship). The result of testing this measurement model theory was and overall model fit based on the criteria as shown below.
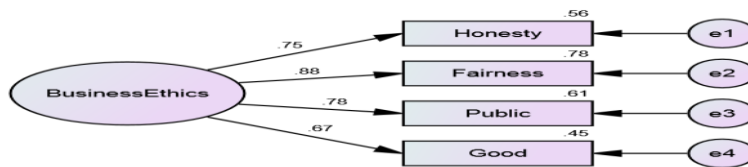
Chi-Square=20.849 ; df=2 ; Relative Chi-Square=10.425 ; p-value=.000
AGFI=.873 ; GFI=.975 ; NFI=.973 ; CFI=.975
;RMSEA=.150
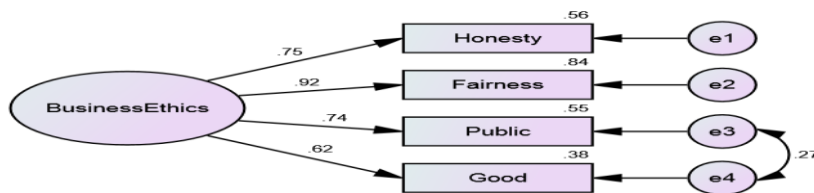
Chi-Square=.749 ; df=1 ; Relative Chi-Square/df=.749; p-value=.387
AGFI=.991 ; GFI=.999 ; NFI=.999 ; CFI=1.000
;RMSEA=.000

Figure 4.2 The Measurement Model of Business Ethics

The above figure represents the model fit of the first confirmatory factor analysis of Business Ethics with significance level after the researcher readjusted the model according the model fit criteria. Then, the goodness of fit measure shown the good results of each criteria of Chi-square/df at 0.749 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 0.999, Adjusted

Goodness of Fit Index (AGFI) at 0.991, Comparative Fit Index at 1.000, Norm Fit Index (NFI) at 0.999, and Root Mean Square Error of Approximation (RMSEA) at 0.000. This mean that the measurement model of Business Ethics are fit and can be used for a structural model evaluation. In addition, the below table summarizes the total modification indices computed by AMOS for factor loading and covariance that are fixed to zero in the original model.

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	9	.749	1	.387	.749
Saturated model	10	.000	0		
Independence model	4	760.743	6	.000	126.790

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.003	.999	.991	.100
Saturated model	.000	1.000		
Independence model	.192	.482	.136	.289

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.999	.994	1.000	1.002	1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.123	.591
Independence model	.549	.517	.583	.000

Table 4.24 Modification Indices for the Four Factors of Business Ethics

Path				MI
1. e3	<-->	e4	public-good	14.791
2. e2	<-->	e4	fair-good	4.599
3. e1	<-->	e3	honesty-public	5.093
4. e1	<-->	e2	honesty-fair	5.748

The above table clearly shows that the modification indices of Business Ethics. The largest modification index was public benefit in mind and good community relationship with a significance modification index of 14.791. Followed by the modification index between honesty and fairness/justice with an MI of 5.748, while having the least change was honesty and public benefit in mind with an index of 4.093. After the model was adjusted regarding to MI values, the latent variable with the highest MI was selected by drawing correlation line among observed variables: public benefit in mind and good community relationship (e3<-->e4). After the lines drawn, AMOS was used again for calculation. The results proved that all values passed the standards specified in Table 4.25. It is concluded that the model of business ethics is congruent with empirical data and can be used for a structural model evaluation.

Table 4.25 The results of Model Fit Indices for the Hypothesis Model

Index	Acceptable Level	Conceptual Structural Model	Modified Structural Model
Chi-square/df	< 3.0	10.425	0.749
Goodness of Fit Index(GFI)	0 (no fit) to 1 (perfect fit)	0.975	0.999
Adjusted Goodness of Fit Index(AGFI)	0 (no fit) to 1 (perfect fit)	0.873	0.991
Comparative Fit Index(CFI)	> 0.92	0.975	1.000
Normed Fit Index(NFI)	> 0.90	0.973	0.999

Index	Acceptable Level	Conceptual Structural Model	Modified Structural Model
Root Mean Square Error of Approximation(RMSEA)	< 0.05	0.150	0.000

The next measurement model shows the model of Organization Culture is structured according to the three factors acknowledged by the literature review. The visual diagram of this confirmatory factor analysis (CFA) was carried out to following a multi-dimensionally construct of Organization Culture that comprise of three variables: Individual(Individual Dimension), inter(Interpersonal Dimension), and task(Task Dimension). The result of testing this measurement model theory was and overall model fit based on the criteria as shown below.
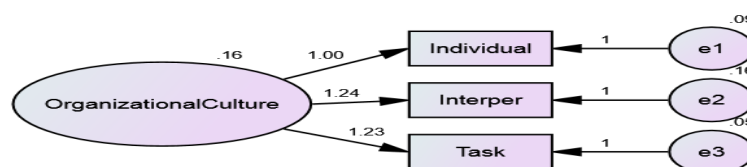
Chi-square=.215 ; Df=2 ; Relative Chi-Square=.107 ; p-value=.898
;AGFI=.999 ; GFI=1.000 ; NFI=1.000 ; CFI=1.000
;RMSEA=.000

Figure 4.3 The measurement Model of Organization Culture

The above figure represents the model fit of the first confirmatory factor analysis of Organization Culture with significance level. This model is not necessary to readjust because the model fit criteria is pass all standard value. The goodness of fit measure shown the good results of each criteria of Chi-square/df at 0.107 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 1.000, Adjusted Goodness of Fit Index (AGFI) at 0.999, Comparative Fit Index (CFI) at 1.000, Norm Fit Index (NFI) at 1.000, and Root Mean Square Error of Approximation (RMSEA) at 0.000. This mean that the measurement model of Organization Culture are fit and can be used for a structural model evaluation.

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	4	.215	2	.898	.107
Saturated model	6	.000	0		
Independence model	3	632.659	3	.000	210.886

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.002	1.000	.999	.333
Saturated model	.000	1.000		
Independence model	.152	.513	.026	.257

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	1.000	.999	1.003	1.004	1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.042	.962
Independence model	.709	.663	.757	.000

The next measurement model shows the model of Employee Engagement is structured according to the five factors acknowledged by the literature review. The visual diagram of this confirmatory factor analysis (CFA) was carried out to following a multi-dimensionally construct of Organizational Culture that comprise of five variables: trust(trust and accept the organization's goal and values), need(need to retain membership), read(a readiness to use an effort to work for organization), protect(to protect the organization's image and prestige, and proud(proud to be involved in the organization). The result of testing this measurement model theory was and overall model fit based on the criteria as shown below.
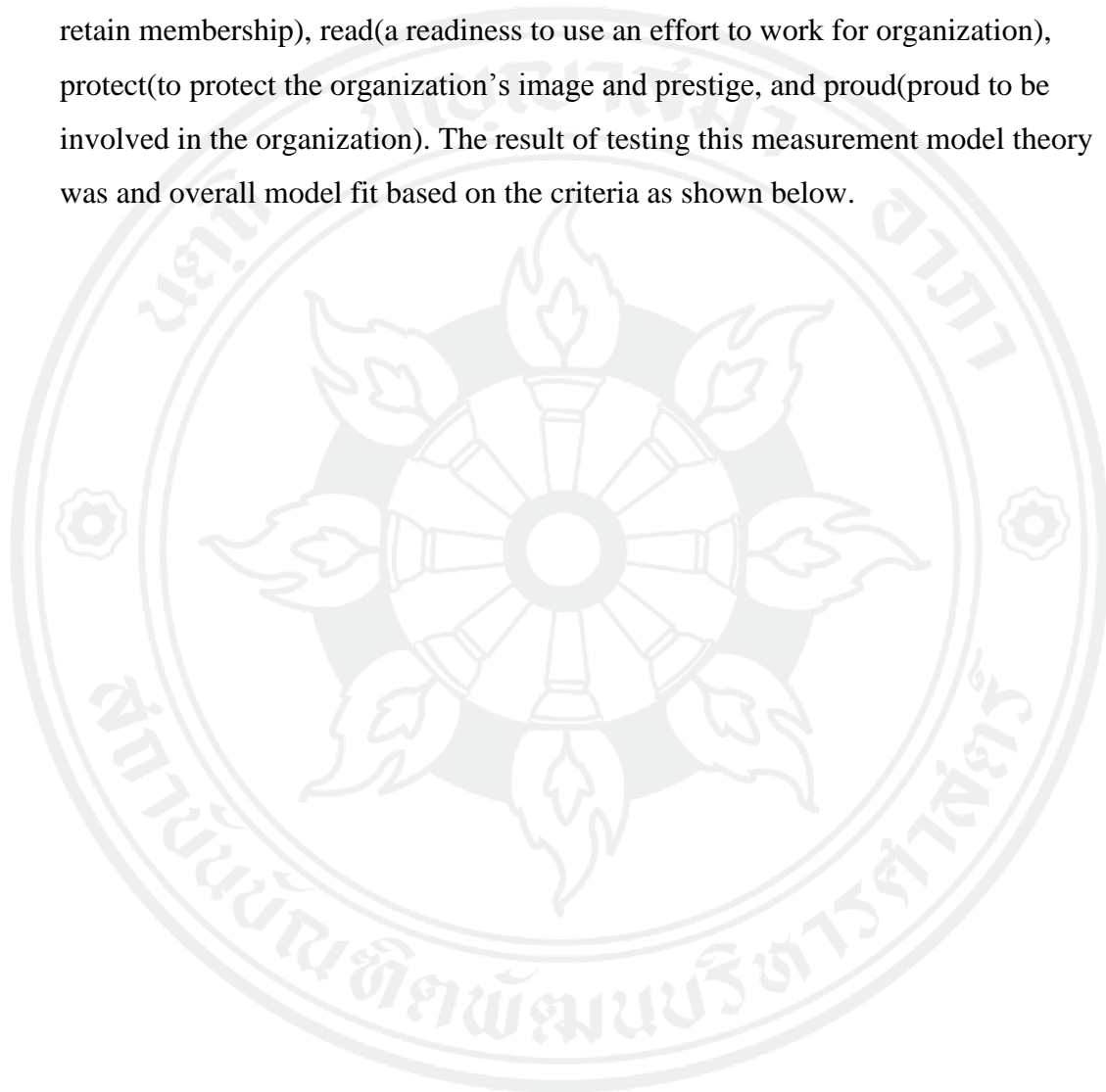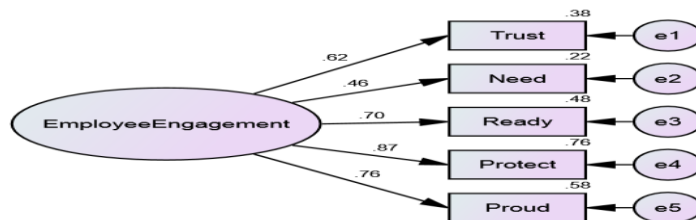
Chi-square=27.694 ; Df=5 ;Relative Chi-Square=5.539 ; p-value=.000
;AGFI=.924 ; GFI=.975 ; NFI=.962 ; CFI=.968
;RMSEA=.104
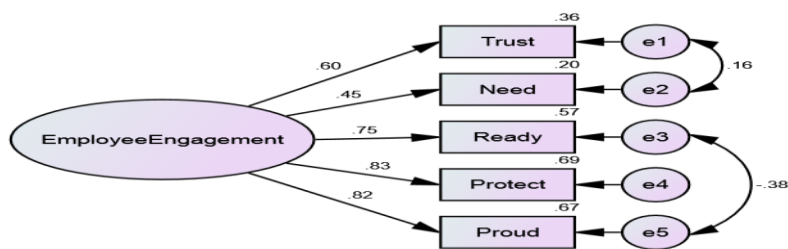
Chi-square=1.304 ; Df=3 ;Relative Chi-Square=.435 ; p-value=.728
;AGFI=.994 ; GFI=.999 ; NFI=.998 ; CFI=1.000
;RMSEA=.000

Figure 4.4 The measurement Model of Employee Engagement

The above figure represents the model fit of the first confirmatory factor analysis of Employee Engagement with significance level after the researcher readjusted the model according the model fit criteria. Then, the goodness of fit measure shown the good results of each criteria of Chi-square/df at 0.435 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 0.999, Adjusted Goodness of Fit Index (AGFI) at 0.994, Comparative Fit Index at 1.000, Norm Fit Index (NFI) at 0.998, and Root Mean Square Error of Approximation (RMSEA) at 0.000. This mean that the measurement model of Employee Engagement are fit and can be used for a structural model evaluation. In addition, the below table summarizes the total modification indices computed by AMOS for factor loading and covariance that are fixed to zero in the original model.

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	12	1.304	3	.728	.435
Saturated model	15	.000	0		
Independence model	5	729.855	10	.000	72.986

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.005	.999	.994	.200
Saturated model	.000	1.000		
Independence model	.221	.520	.279	.346

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.998	.994	1.002	1.008	1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.059	.918
Independence model	.415	.390	.441	.000

Table 4.26 Modification Indices for the Five Factors of Employee Engagement

Path		MI
1. e3 <--> e5	read-proud	9.803
2. e2 <--> e4	need-protect	7.964
3. e1 <--> e4	trust-protect	4.697
4. e1 <--> e2	trust-need	9.135

The above table clearly shows that the modification indices of Employee Engagement. The largest modification index was a readiness to use an effort to work for organization and proud to be involved in the organization with a significance modification index of 9.803. Followed by the modification index between trust and accept the organization's goal and values and need to retain membership with an MI of 9.135, while having the least change was trust and accept the organization's goal and values and to protect the organization's image and prestige with an index of 4.697.The model was adjusted regarding to MI values. The latent variable with the highest MI was selected by drawing correlation line among observed variables: a readiness to use an effort to work for organization and proud to be involved in the organization (e3<-->e5). After the lines were drawn, AMOS was used to recalculate. The results proved that the model was not congruent with empirical data. The correlation draw between trust and accept the organization's goal and values and need to retain membership (e1 <--> e2) was made again. Afterwards, all values passed the standards determined in Table 4.27. It is summarized that the model of Employee engagement is congruent with empirical data and possibly used for a structural model evaluation.

Table 4.27 The results of Model Fit Indices for the Hypothesis Model

Index	Acceptable Level	Conceptual Structural Model	Modified Structural Model
Chi-square/df	< 3.0	5.539	0.435
Goodness of Fit Index(GFI)	0 (no fit) to 1 (perfect fit)	0.975	0.999
Adjusted Goodness of Fit Index(AGFI)	0 (no fit) to 1 (perfect fit)	0.924	0.994
Comparative Fit Index(CFI)	> 0.92	0.968	1.000
Normed Fit Index(NFI)	> 0.90	0.962	0.998
Root Mean Square Error of Approximation(RMSEA)	< 0.05	0.104	0.000

      The last measurement model shows the Job Performance of flight attendant. The visual diagram of this confirmatory factor analysis (CFA) was carried out following a multi-dimensionality construct of four Job Performance components which consist of job efficiency and effectiveness (job), interaction and cooperation (interact), contribution to the organization (contribute), and adaptability (adapt) as shown below.
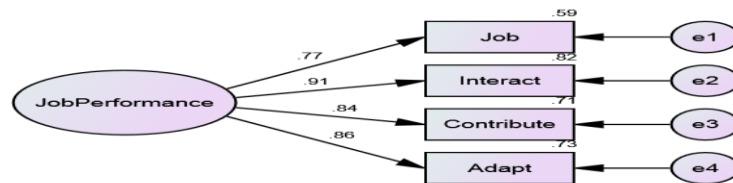
Chi-square=3.883 ; Df=2 ; Relative Chi-Square=1.942 ; p-value=.143
;AGFI=.978 ; GFI=.996 ; NFI=.997 ; CFI=.998
;RMSEA=.048

Figure 4.5 The measurement Model of Job Performance of Flight Attendant

The above figure represents the model fit of the first confirmatory factor analysis of Job Performance with significance level after the researcher readjusted the model according the model fit criteria. Then, the goodness of fit measure shown the good results of each criteria of Chi-square/df at 1.942 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 0.996, Adjusted Goodness of Fit Index (AGFI) at 0.978, Comparative Fit Index (CFI) at 0.998, Norm Fit Index (NFI) at 0.997, and Root Mean Square Error of Approximation (RMSEA) at 0.048. This mean that the measurement model of Job Performance are fit and can be used for a structural model evaluation.

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	8	3.883	2	.143	1.942
Saturated model	10	.000	0		
Independence model	4	1120.385	6	.000	186.731

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.005	.996	.978	.199
Saturated model	.000	1.000		
Independence model	.275	.396	-.007	.238

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.997	.990	.998	.995	.998
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.048	.000	.118	.417
Independence model	.667	.635	.701	.000

After the measurement modeling of each variable of the study was fit to the model and criteria of goodness of fit statistics, the next step was to make a model assessment. The structural model assessment was constructed using all data (n=418)

Chi-Square=399.775 ; df=100 Chi- ;
Relative Chi-Square=3.998 ; p-value=.000
AGFI=.855 ; GFI=.893 ; NFI=.911 ; CFI=.931
RMSEA=.085

Chi-Square=142.195 ; df=81
;Relative Chi-Square=1.755 ; p-value=.000
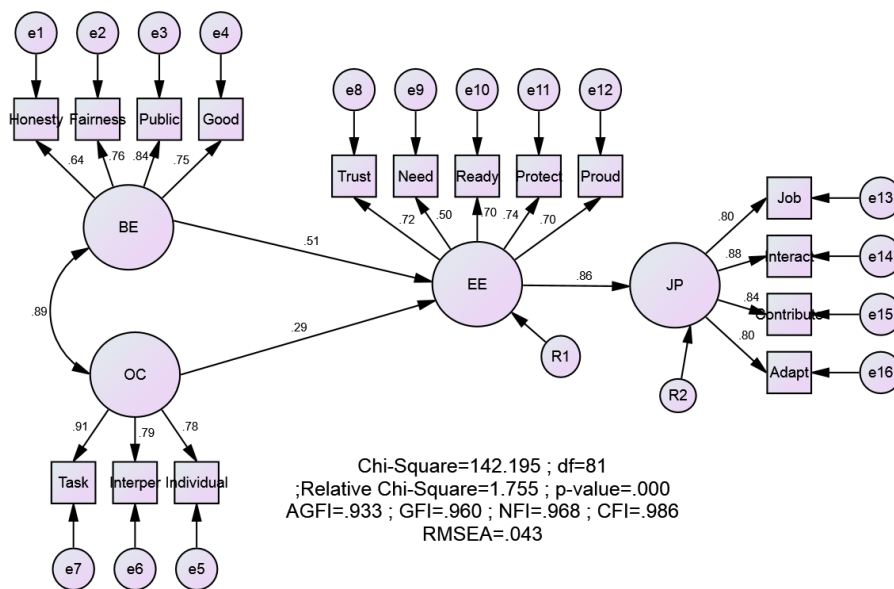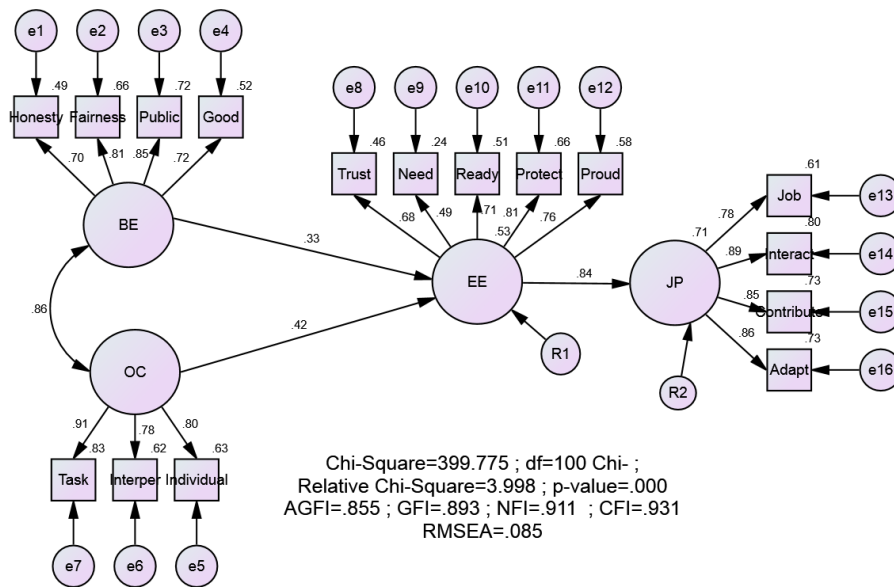AGFI=.933 ; GFI=.960 ; NFI=.968 ; CFI=.986
RMSEA=.043

Figure 4.6 Results for Conceptual Framwork of Business Ethics
Organization Culture Employee Emgagement and Job performance of flight

The above figure represents the conceptual structural model of Business Ethics Organization Culture Employee Engagement and Job Performance of flight attendant. After adjusting the structural model the outcome shows that the model fit the conceptual framework of the study as per the criteria of the goodness of fit statistics for re –specified structure model (Hair Jr et al., 2010) . From the results of the above figure it can be concluded that the hypothesis model provided and overall fit as per standard criteria of the structural equation model as follow: CMIN/DF, GFI, AGFI, CFI, NFI, and RMSEA as show in the table below.

Table 4.28 The results of Model Fit Indices for the Hypothesis Model

Index	Acceptable Level	Conceptual Structural Model	Modified Structural Model
Chi-square/df	< 3.0	3.998	1.755
Goodness of Fit Index(GFI)	0 (no fit) to 1 (perfect fit)	0.893	0.960
Adjusted Goodness of Fit Index(AGFI)	0 (no fit) to 1 (perfect fit)	0.855	0.933
Comparative Fit Index(CFI)	> 0.92	0.931	0.986
Normed Fit Index(NFI)	> 0.90	0.911	0.968
Root Mean Square Error of Approximation(RMSEA)	< 0.05	0.085	0.043

The results of the model fit table above show the goodness of fit statistic criteria and indicates that the modification of the structural model is per the program recommendations and follows the significance indices of Chi-square/df at 1.755 which is an acceptable level. The other criteria are as follows: Goodness of Fit Index (GFI) at 0.960, Adjusted Goodness of Fit Index (AGFI) at 0.933, Comparative Fit Index (CFI) at 0.986, Normed Fit Index (NFI) at 0.968 and Root Mean Square Error of Approximation (RMSEA) at 0.043. This indicates that the model of Business Ethics Organization Culture and Employee Engagement was in conjunction with Job

Performance of flight attendant. The four factors of Business Ethics consist of honesty, fairness/justice, public benefit in mind, and good community relation; three factors of Organization Culture comprise of Individual Dimension, Interpersonal Dimension, and Task Dimension; Trust and accept the organization's goal and values, Need to retain membership, A readiness to use an effort to work for organization, To protect the organization's image and prestige, and proud to be involved in the organization are the five factors of Employee Engagement had an impact on the outcome of the four components of Job Performance of flight attendant.

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	55	142.195	81	.000	1.755
Saturated model	136	.000	0		
Independence model	16	4487.344	120	.000	37.395

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.016	.960	.933	.572
Saturated model	.000	1.000		
Independence model	.210	.222	.118	.196

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.968	.953	.986	.979	.986
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.043	.031	.054	.852
Independence model	.295	.288	.303	.000

Table 4.29 Modification Indices for the structural equation model

	MI	Par Change
R2 <--> OC	7.926	-.014
R2 <--> BE	7.458	.017
e14 <--> OC	5.054	-.012
e14 <--> BE	4.209	.013
e13 <--> R2	4.359	-.017
e13 <--> e16	5.466	-.022
e12 <--> OC	5.426	-.016
e12 <--> R1	6.459	.025
e12 <--> R2	5.117	.021
e12 <--> e16	20.129	.050
e11 <--> R1	5.220	.019
e11 <--> e12	16.288	.045
e10 <--> OC	12.615	.022
e10 <--> BE	7.080	-.020
e10 <--> e16	12.288	-.034
e10 <--> e15	9.796	.027
e10 <--> e13	6.372	.026
e10 <--> e12	13.103	-.042
e10 <--> e11	8.025	.028
e8 <--> R1	20.116	-.047
e8 <--> e15	11.582	.036
e8 <--> e11	6.028	-.029
e6 <--> e13	6.230	-.024
e5 <--> R2	11.901	-.021
e5 <--> e16	4.094	-.014
e5 <--> e14	11.203	-.021
e5 <--> e10	27.388	.039
e4 <--> OC	4.015	.015
e4 <--> R1	5.502	.026
e4 <--> R2	5.425	.024
e4 <--> e12	17.751	.062
e4 <--> e10	14.456	-.049
e3 <--> OC	11.400	.014
e3 <--> BE	8.235	-.015
e3 <--> e10	4.714	.016
e3 <--> e9	5.992	-.040
e3 <--> e5	17.791	.023
e2 <--> OC	12.793	-.018
e2 <--> BE	9.404	.019
e2 <--> e10	5.637	-.020
e2 <--> e5	10.216	-.020

	MI	Par Change
e1 <--> OC	5.830	-.017
e1 <--> BE	4.382	.018
e1 <--> e15	7.241	-.027
e1 <--> e14	5.351	.023
e1 <--> e8	7.955	.040
e1 <--> e3	8.788	-.025
e1 <--> e2	47.156	.067

Refer to Table 4.29, after the model was adjusted by considering MI value and selecting latent variable with the highest MI value to draw correlation line among observed variables and eventually got the results shown in Table 4.28. It is concluded that the model is congruent with empirical data.

Moreover, from the results shown in figure 4.6 and table 4.28 of the summary of this structural modeling assessment, it can be concluded from the hypothesis of this study that Business Ethics Organization Culture and Employee Engagement have a significant level of influences on the Job Performance of flight attendant. It should also be pointed out that the effect of Business Ethics Organization Culture Employee Engagement and Job Performance of flight attendant was 0.89 which is strong when compared with the index of power as shown in the table below.

Table 4.30 The Results of the Influence of Business Ethics Organization Culture

Employee Engagement and Job Performance of Flight Attendant

Index	Loading Factor
Business Ethics	
1. Public benefit in mind	0.84
2. Fairness/Justice	0.76
3. Good community relationship	0.75
4. Honesty	0.64
Organization Culture	
1. Task Dimension	0.91
2. Interpersonal Dimension	0.79
3. Individual Dimension	0.78
Employee Engagement	
1. To protect the organization's image and prestige	0.74
2. Trust and accept the organization's goal and values	0.72
3. A readiness to use an effort to work for organization	0.70
4. Proud to be involved in the organization	0.70
5. Need to retain membership	0.50
Job Performance	
1. Interaction and cooperation	0.88
2. Contribution to the organization	0.84
3. job efficiency and effectiveness	0.80
4. adaptability	0.80

The above table focuses on Job Performance of flight attendant on each variable of Business Ethics, Organization Culture, and Employee Engagement. The factor loading score of Business Ethics are ranked based on the highest score as follows: Public benefit in mind (loading = 0.84), Fairness/Justice (loading = 0.76), Good community relationship (loading = 0.75), and Honesty (loading = 0.64). The factor loading score of Organization Culture are ranked based on the highest score as follows: Task Dimension (loading = 0.91), Interpersonal Dimension (loading = 0.79), Individual Dimension (loading = 0.78). The factor loading score of Employee Engagement are ranked based on the highest score as follows: To protect the organization's image and prestige (loading = 0.74), Trust and accept the organization's goal and values (loading = 0.72), A readiness to use an effort to work

for organization (loading = 0.70), Proud to be involved in the organization (loading = 0.70), and Need to retain membership (loading = 0.50).

From the results of Job Performance of flight attendant, the significant predictors, based on highest factor loading scores, were the components of interaction and cooperation (loading = 0.88), contribution to the organization (loading = 0.84), lastly job efficiency and effectiveness and adaptability with a loading score of 0.80.

Summary of Hypothesis Test

1. Business ethics is positive relationship with employee engagement in a statistically significant way when studied in the context of flight attendants of premium airlines.

An analysis shown in Figure 4.6 and Table 4.28 showed that Business Ethics had positive influence towards employee engagement with statistical significance, (Direct Effect (DE) = 0.51. Thus, it can be concluded that the hypothesis is acceptable.

2. Organization culture is positive relationship with employee engagement in a statistically significant way when studied in the context of flight attendants of premium airlines.

An analysis described in Figure 4.6 and Table 4.28 found that organization culture had positive influence towards employee engagement with statistical significance, (Direct Effect (DE) = 0.29. Therefore, the hypothesis is acceptable.

3. Employee engagement is positive relationship with job performance in a statistically significant way when studied in the context of flight attendants of premium airlines.

An analysis displayed in Figure 4.6 and Table 4.28 revealed that employee engagement had positive influence towards Job Performance with statistical significance, (Direct Effect (DE) = 0.86. It can be concluded that the hypothesis is acceptable.

4.. The structural equation model of business ethics, organization culture, employee engagement and job performance of flight attendants based on empirical data of flight attendants.

Refer to the analysis in Figure 4.6 and Table 4.28. The results proved that the structural equation model of business ethics, organization culture, employee engagement and job performance of flight attendants was correlated to empirical data at good level. Chi-square/df at 1.755 which is an acceptable level. The other criteria are as follows: Goodness of Fit Index (GFI) at 0.960, Adjusted Goodness of Fit Index (AGFI) at 0.933, Comparative Fit Index (CFI) at 0.986, Normed Fit Index (NFI) at 0.968 and Root Mean Square Error of Approximation (RMSEA) at 0.043. This indicates that the model of Business Ethics Organizational Culture and Employee Engagement was in conjunction with Job Performance of flight attendant. It is concluded that the structural equation model of business ethics, organizational culture, employee engagement and job performance of flight attendants based on empirical data of flight attendants are in line with the hypothesis.

Table 4.31 Summary of Hypothesis Test

Summary of Hypothesis Test	Accepted	Rejected
1. Business ethics is positive relationship with employee engagement in a statistically significant way when studied in the context of flight attendants of premium airlines	✓	
2. Organization culture is positive relationship with employee engagement in a statistically significant way when studied in the context of flight attendants of premium airlines	✓	
3. Employee engagement is positive relationship with job performance in a statistically significant way when studied in the context of flight attendants of premium airlines	✓	
4. The structural equation model of business ethics, organization culture, employee engagement and job performance of flight attendants based on empirical data of flight attendants.	✓	

In Chapter 4, the descriptive analysis is applied for general data analysis. The Amos program is used for inferential analysis to indicate whether the results are congruent with empirical data and prove whether they are compliant with research hypothesis. The final chapter eventually proposes data summary and recommendations.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

The purpose of this study was 1) to investigate the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants; 2) to create a model of the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants; 3) to test the model of the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants against empirical data.

Therefore, this chapter describes all data found and the results of the study in brief which consist of the conclusion of the study, discussion and recommendations for further research

5.1 Conclusion

This was a study on A Structural Equation Model of Business Ethics Organization Culture Employee Engagement and Job Performance of flight attendant. This study had four main objectives: 1) to investigate the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants, 2) to create a model of the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants, and 3) to test the model of the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants against empirical data.

The study provided 418 questionnaires surveys to respondents who are Flight attendant staff of Thai Airways International Company Limited and Bangkok Airways Public Company Limited with minimum 5-year experiences. There were 162 males and 256 females that took part in the survey. The majority of respondents were from Generation X, which are persons who were born between 1965-1979, with 316 or 75.6 percent. In terms of the educational level, most respondents had a Bachelor's

Degree or equivalent (83.7%). The greatest amount of respondents are working with Thai Airways International Public Co, Ltd. (90.9%) and the respondents who work with Bangkok Airways Public Co, Ltd. were amount with 9.1%. In reference to the work experience of the respondents, it could be concluded that the majority of them had work experienced 21-25 years (31.8%).

The following is a summary of the results of the study:

5.1.1   To investigate the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants

The research objective was to investigate the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants. In order to get the results, the researcher used a questionnaire surveys distributed to those respondents who are flight attendants of Thai Airways International Public Company Limited and flight attendants of Bangkok Airways Public Company Limited with experiences not less than 5 years respectively. More, questions were divided into two parts. First, opinions towards factors, business ethics, organization culture, employee engagement. Second, opinions towards success indicators of job performance.

The questions in first part asked about opinions towards business ethics factors including four components:

1. Honesty: Do business with integrity and provide products or services in accordance with advertisement. Responsible for tax payment and do not give bribery to government officials for business interest.

2. Fairness/Justice: Not exploit benefits from consumers by pricing a fair price and service for consumers and sharing benefits or exchanging for stakeholders, observing intellectual property and not using tricks or gimmicks to destroy competitors.

3. Public interest in mind: Doing business should contemplate on all stakeholders' interests including shareholders, employees, society and environment, and not produce hazardous goods.

4. Good community relationship: Do business based on good intention to all stakeholders and build strong relationship in business and social sectors. Do not produce goods or services unacceptable by each party.

The result shown that the significance of Business Ethics was very high ($\bar{x}$=4.35); the most significant to the lease of Business Ethics were as follows: Public benefit in mind was the most significant ($\bar{x}$==4.56), followed by Fairness/Justice ($\bar{x}$=4.48), Honesty ($\bar{x}$=4.45), and the least significant Good community relationship ($\bar{x}$=3.91 th). The model fit of the first confirmatory factor analysis of Business Ethics with significance level after the researcher readjusted e model according the model fit criteria. Then, the goodness of fit measure shown the good results of each criteria of Chi-square/df at 0.555 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 0.999, Adjusted Goodness of Fit Index (AGFI) at 0.993, Comparative Fit Index at 1.000, Norm Fit Index (NFI) at 0.999, and Root Mean Square Error of Approximation (RMSEA) at 0.000. This mean that the measurement model of Business Ethics are fit and can be used for a structural model evaluation. In addition, the total modification indices computed by AMOS for factor loading and covariance that are fixed to zero in the original model.

Questions in first part relevant to opinions towards Organization Culture that are divided into 3 dimensions as follows:

1. Individual dimension
2. Interpersonal dimension
3. Task dimension

The result shown that the significance of Organization Culture was very high ($\bar{x}$=4.46); the most significant to the least significant of Organization Culture were as follow: Individual Dimension was the most significant ($\bar{x}$=4.59), follow by Task Dimension ($\bar{x}$=4.49), and the least significant Interpersonal Dimension ($\bar{x}$=4.30). The model fit of the first confirmatory factor analysis of Organization Culture with significance level. This model is not necessary to readjust because the

model fit criteria is pass all standard value. The goodness of fit measure shown the good results of each criteria of Chi-square/df at 1.459 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 0.998, Adjusted Goodness of Fit Index (AGFI) at 0.986, Comparative Fit Index at 0.999, Norm Fit Index (NFI) at 0.998, and Root Mean Square Error of Approximation (RMSEA) at 0.034. This mean that the measurement model of Organization Culture are fit and can be used for a structural model evaluation.

Questions in first part relevant to opinions towards Employee Engagement is structured according to the five factors as follows:

1. Trust (trust and accept the organization's goal and values)
2. Need (need to retain membership)
3. Read (a readiness to use an effort to work for organization)
4. Protect (to protect the organization's image and prestige)
5. Proud (proud to be involved in the organization)

The result shown that the significance of Employee Engagement was very high ($\bar{x}$=4.25); the most significant to the lease of Employee Engagement were as follows: A readiness to use an effort to work for organization ($\bar{x}$=4.51), followed by to protect the organization's image and prestige ($\bar{x}$=4.37), and trust and accept the organization's goal and values ($\bar{x}$=4.24), and proud to be involved in the organization ($\bar{x}$=4.12), and the least significant was need to retain membership ($\bar{x}$=4.03). The model fit of the first confirmatory factor analysis of Employee Engagement with significance level after the researcher readjusted the model according the model fit criteria. Then, the goodness of fit measure shown the good results of each criteria of Chi-square/df at 0.435 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 0.999, Adjusted Goodness of Fit Index (AGFI) at 0.994, Comparative Fit Index at 1.000, Norm Fit Index (NFI) at 0.998, and Root Mean Square Error of Approximation (RMSEA) at 0.000. This mean that the measurement model of Employee Engagement are fit and can be used for a structural model evaluation. In addition, the below table summarizes the total modification

indices computed by AMOS for factor loading and covariance that are fixed to zero in the original model.

The question in second part asked about opinions towards success indication of performance efficiency of flight attend ants comprising job efficiency and effectiveness (job), interaction and cooperation (interact), contribution to the organization (contribute), and adaptability (adapt) as shown below.

The result shown that the significance of Job performance of flight attendant was very high ($\bar{x}$ =4.26). The finding show that the Job efficiency and effectiveness and Contribution to the organization were the highest with $\bar{x}$=4.34, followed by Adaptability with $\bar{x}$=4.21. Of lesser importance was Interaction and cooperation, which was still high, with a mean score of $\bar{x}$=4.18. The model fit of the first confirmatory factor analysis of Job Performance with significance level. This model is not necessary to readjust because the model fit criteria is pass all standard value. Then, the goodness of fit measure shown the good results of each criteria of Chi-square/df at 1.942 which is an acceptable level. The other criteria are as follow: Goodness of Fit Index (GFI) at 0.996, Adjusted Goodness of Fit Index (AGFI) at 0.978, Comparative Fit Index at 0.998, Norm Fit Index (NFI) at 0.997, and Root Mean Square Error of Approximation (RMSEA) at 0.048. This mean that the measurement model of Job Performance are fit and can be used for a structural model evaluation.

5.1.2 To create a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants

The objective was to create a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants. In order to get the results, the researcher used a questionnaire surveys distributed to those respondents who were flight attendants of Thai Airways International Public Company Limited and flight attendants of Bangkok Airways Public Company Limited with experiences not less than 5

years respectively. The proof on structure of four latent variables in accordance with first item of research objectives revealed that all latent variables were possibly applied for building structural equation model according to conceptual framework derived from variable extraction.
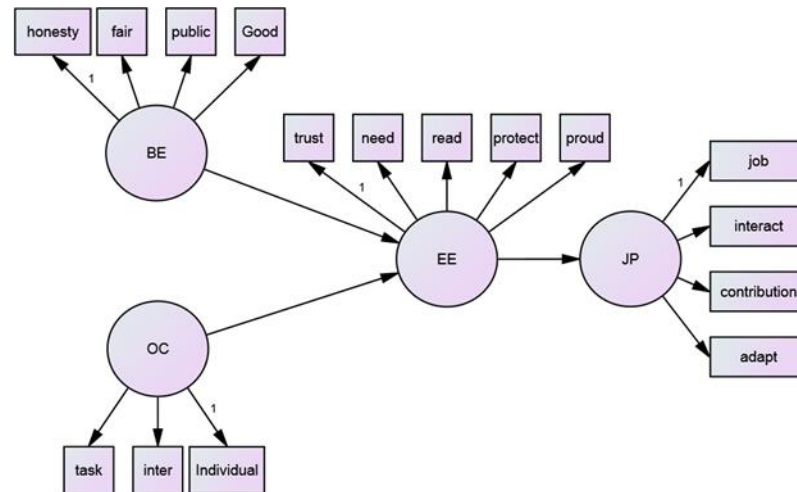
5.1.3 To test a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants against empirical data

The objective was to test a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants. The findings proved that a model of the structure of business ethics, organization culture, employee engagement, and job performance of flight attendants is consistent with empirical data. The results of the model fit shown the goodness of fit statistic criteria and indicates that the modification of the structural model is per the program recommendations and follows the significance indices of Chi-square/df at 1.755 which is an acceptable level. The other criteria are as follows: Goodness of Fit Index (GFI) at 0.960, Adjusted Goodness of Fit Index (AGFI) at 0.933, Comparative Fit Index (CFI) at 0.986, Normed Fit Index (NFI) at 0.968 and Root Mean Square Error of

Approximation (RMSEA) at 0.043. This indicates that the model of Business Ethics Organization Culture and Employee Engagement was in conjunction with Job Performance of flight attendant. The four factors of Business Ethics consist of honesty, fairness/justice, public benefit in mind, and good community relation; three factors of Organizational Culture comprise of Individual Dimension, Interpersonal Dimension, and Task Dimension; Trust and accept the organization's goal and values, Need to retain membership, A readiness to use an effort to work for organization, To protect the organization's image and prestige, and proud to be involved in the organization are the five factors of Employee Engagement had an impact on the outcome of the four components of Job Performance of flight attendant.

5.2   Discussion

The discussion of findings from "The Structure of Business Ethics, Organization Culture, Employee Engagement, and Job Performance of Flight Attendants", the author proposes interpretation and assessment of findings to explain and affirm congruence between findings and hypothesis. The explanation mainly demonstrates how the findings support theories. The discussion details were clarified below. The variable of business ethics contains crucial components arranged in order according to factor loading is public benefit in mind at 0.84. It implies that business operation should contemplate on all stakeholders' interests including shareholders, employees, society and environment, and not produce hazardous goods, Likewise, Warren, Danielle E., Gaspar, Josipt P.&Laufer, Wiliam S. (Warren et al., 2014) emphasized application of business ethics with cosmetics service organization. Similarly, the research of Thitima Wattanasopasiri (Wattanasopasiri, 2005) on business ethics of SME enterprises in Bangkok. The business ethics training enables stress relief and strengthens suitable values for supporting business ethics and creating utmost benefits for organization in long run. The results of business ethics are compared with the research of Boonma Kulchart entitled "Effects of Leadership and Business Ethics of Branch Managers towards Performance of Bank for Agriculture and Agricultural Co-Operatives" (Kunlachat, 2007). The results show that business

ethics of branch manager mostly focus on honesty, followed by good community relationship, while justice and public benefit in mind ranked last. It is obviously seen that the results are different among aviation business and finance business, though both are service business. Thus, we obtain new body of knowledge about business ethics from this research.

The variable of organization culture comprises of significant components arranged in order according to factor loading of adjusted structural equation model as shown in Fig.4.6. The component with the highest factor loading was task dimension with factor loading at 0.91. Task dimension is the most important and one of key parts of the organization. All missions or tasks in the organization must be accomplished to achieve its established goals efficiently. Also, S. Roohi Kursheed Khan (Khan, 2016) studied on instructors in public schools that missions or tasks were the most significant variable of organization culture. The results indicate that the culture of the organization influences 45% for the employee to engage in their work. Furthermore, missions or tasks dimension studied in steel plant were significant variables to(Shah, 2015) Results of the survey show that the culture of the organization has a positive significant impact on the job satisfaction of employees. However, there is a need to give special emphasis on the internal dynamics of the organization. According to the study on organizational culture in aspect of flight service, it is found that it is congruent with the study on instructors in public schools and steel plant.

The variable of employee engagement contains of important components arranged in order according to factor loading of adjusted structural equation model as shown in Fig. 4.6. The component with the highest factor loading is to protect the organization's image and prestige with factor loading at 0.74. In summary, organization engagement is what members engage in and members commit themselves to designated work. They eventually are committed to the organization and are ready to dedicate themselves to the work and are ready to dedicate themselves to the work and organization. Likewise, Gunjan Anand (Anand, 2017) ที่ studied service industry that the study concentrates on service industry by covering banking and insurance companies as target companies. The finding were relevant to findings of Venkateswarllu Karumuri (Karumuri, 2016) studied hotel Industry. Furthermore, Organization Etrhics And Perception Of Organizational Culture Affecting

Organizational Commitment Of Private Company's Metropolis (Thipachote & Leenawong, 2014). The study on employee engagement of a private company in Bangkok found that all items of employee engagement section are at high level. The devotion for organization is ranked first, followed by confidence and acceptance of organization goal and value and desire to maintain organization member, respectively. Compare to this research in the context of flight attendants, the most significant is to protect the organization image and prestige, followed by trust and accept the organization's goal and values, a readiness to use an effort to work for organization, proud to be involved in the organization and need to retain membership, respectively. It emphasizes different details of employee engagement as each organization has its own characteristics.

The variable of job performance composed of important components arranged in order according to factor loading of adjusted structural equation model as shown in Fib.4.6. The component with the highest factor loading is interaction and cooperation with factor loading at 0.88. Job Performance is a behavior of the individual or team to accept the organization norm, rule and condition and can work properly with other people. The findings are relevant to the study of A. Tay (Tay et al., 2016) related to service employee in retail business and the study of Hila Hofstetter, Itzhak Harpaz (Hofstetter & Harpaz, 2015) in a large multinational pharmaceutical organization.

5.3 Recommendations

5.3.1 Recommendations for implementation

This research aims to study structure of Business Ethics, Organization Culture, Employee Engagement and Job Performance of flight attendants as well as correlation among Business Ethics, Organizational Culture, Employee Engagement, and Job Performance of flight attendants to apply findings for benefits of organization. Especially flight attendants. This eventually leads to development of performance efficiency of flight attendants as organizations need competent employees to bring effectiveness to organizations. Also, they are able to compete with competitors as aviation business has growing intense competition. The brief suggestions are explained as follows:
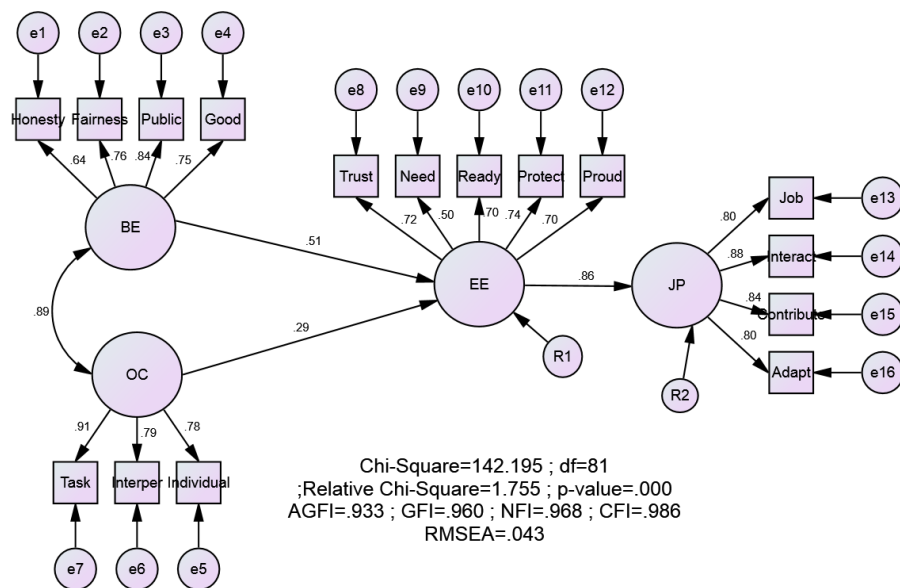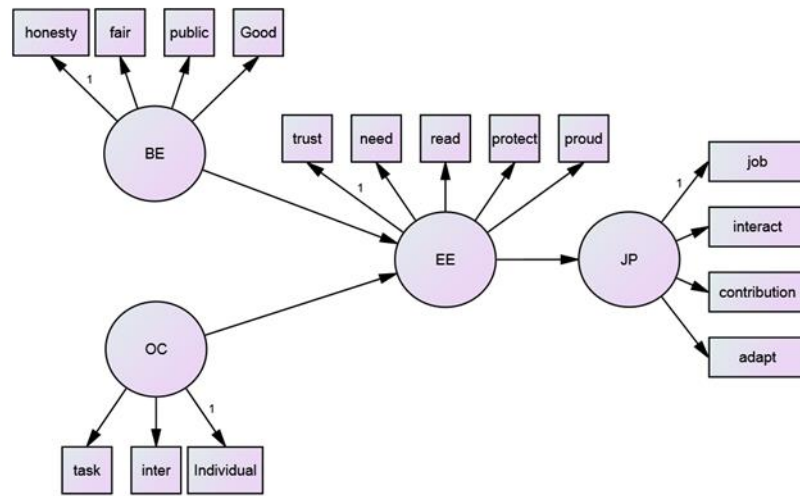
From the model derived from the literature review to the adjusted model in line with empirical data, it prove that the adjusted model is possibly applied by premium airlines.

Business ethics refers to the application of moral standards to individuals and organizations aimed at promoting the policies and goals of the business sector and

leading to sustainable success and social responsibility. Airlines should emphasize on public benefit in mind as first priority. It is recommended the organization considers benefits of stakeholders will result in devotion of flight attendants. Benefits of all stakeholders must include shareholders, employees, society and environment. Moreover, airlines should emphasize in quality services to make customers impressive, followed by consistent development of flight attendants resulting in devotion of flight attendants and organization focusing on environment is a vital factor for business ethics, which enable flight attendants to devote to their duties for organization. Airlines have to put Fairness/Justice as priority so they should not take advantage from stakeholders and passengers. The crucial factors to enable flight attendants engage in the job are that airlines observe the intellectual property and not use tricks to destroy competitors. For good community relationship, the airlines build good relationship with people as well as authorities and independent organizations are important. The least important factor in business ethics part is honesty. The honesty covers running business without relationship with officials for benefits of the airline. In addition, they should pay taxes completely and provide services in line with its advertisement. This will enable flight attendants engage themselves in the job. In conclusion, business ethics is a crucial variable affecting employee engagement. When we consider the model, it is found that business ethics has positive correlation with employee engagement. Thus, the airlines with business ethics plays a role that flight attendants engage in job. Besides, airlines should put priority as follows: public benefit in mind as first priority, followed by fairness/justice, honesty and good community relationship, respectively.

Organization Culture means values and traditions that are widely accepted by members of an organization and jointly implemented as practices of members in an organization. The basic components of organization culture contain three parts namely individual, group and task. Airlines should give importance to task dimension. The importance factors of task dimension include organization emphasized on employees attempt to complete designated job. Rewards in line with designated job accomplishment, career path relies on job achievement, job designation in accordance with individual competencies, focus on designated duties,

and job designation in accordance with group competencies all result in devotion of flight attendants for organization. Next factor is interpersonal dimension. The airline should focus on working goal based on teamwork so that flight attendants have engagement in right direction. Apart from this, focusing on social relationship among members is a crucial factor as good relationship among members of flight attendant group will lead to engagement. Acknowledgment and understanding to group behavior pattern are guideline for behavior. The airlines should create clear behavior pattern and make their employees acknowledge and comprehend the pattern. And, rewards for group tend to make flight attendants engagement compared to rewards for individual.

Employee Engagement is willing effort higher than minimum requirements and special time dedication to achieve faster results is a significant factor to the organization, it is recommended to focus on protect the organization's image and prestige as the first priority including make employees have good feeling towards organization resulting in good and efficient working behavior and engage in protecting organization fame resulting in good and efficient working behavior. Moreover, trust and accept the organization's goal and values are a part to enable good and efficient work. The organization policy must build confidence to employees and they feel that they are a part of the organization. Agree to organization goals and values is a part of trust and accept the organization's goals and values to make flight attendants perform well and efficiently. A readiness to put an effort to work for organization of flight attendants enable good and efficient performance provided that they commit to achieve the tasks. They have to willingly do for organization and sacrifice time, labor and thought for achievement. For proud to be involved in the organization, flight attendants should feel proud that they have joined the organization resulting in good and efficient performance. They are also proud to tell others that they are crews of the airline. The idea that they are important to the organization and able to help the organization as well as being organization representative results in good and efficient performance. The organization and one self's pride leads to need to retain membership. The flight attendants need to retain in the organization and do not

desire to transfer to other departments or resign. This will enable good and efficient working behavior of flight attendants.

Job performance means excellent job performance of employees to achieve the organization's goals. Employee engagement leads to efficiency in accordance with indicators. The most important indicator is interaction and cooperation that flight attendants are ready to work together with other flight attendants as nature of flight attendant tasks need teamwork. Besides, teamwork is significant because team members have been changing in each flight. The next indicator is readiness to work with others and interaction with others in the organization. Work with other employees and departments in the organization is an indicator of work efficiency of flight attendants because several departments are involved in each flight such as ground service for passenger service before taking flight, airplane cleaning, service and meal preparation and maintenance. These departments are directly involved in performance efficiency of flight attendants. And, the last indicator is acceptance of regulations and standards of the organization which performance of flight attendants complies with the organization standards. The next indicator is contribution to the organization. Under this topic, desire to make benefits for the organization is the most important indicator, followed by support and assistance with the organization and readiness to solve urgent problems for the organization, respectively. The flight attendant works always face unexpected small and big problems including passengers who do not receive the desired meal or problems related to life of passengers, for example, passengers suddenly get sick, or become unconscious and breathless. The problems must be handled appropriately so it is an indicator for the contribution to the organization. The next indicator is job efficiency and effectiveness. The priority is ranked as follows: intention to responsible quality work, intention to work details, especially services of flight attendants that make passengers feel impressive and revisit in the future. Another indicator is readiness to handle more workload. With engagement to make good work efficiency, they are ready to work more and cooperate for pleasure to help organization cost saving. Last, adaptability is a behavior of the individual or team to adjust with people, situation, and environment both inside and outside the organization. The last indicator of job performance is readiness to

improve work consistently as consistent improvement is significant because each airline aims to improve quality service for consumer satisfaction. Flight attendants therefore have to improve themselves all the time. Besides, readiness in ability to adapt oneself to others within the organization, it is desired characteristics to collaborate with other employees and departments. Likewise, ability to adapt oneself to others outside the organization is necessary because working in international stations has to coordinate with officials with different languages and cultural backgrounds. They have to adapt to others in the same organization because they need several departments to harmoniously collaborate. Adapt oneself to organization environment thus is efficiency indicator. Likewise, adapt oneself to external environment is significant and used as indicator for flight attendant efficiency.

5.3.2 Recommendations for Future Research

1. To apply this research with flight attendant department of other airlines. The research conducted with flight attendant department of other airlines will discover the model of business ethics, organizational culture, employee engagement, and job performance of flight attendants

2. To apply this research with other types of airlines such as low-cost airlines to learn structural equation model of business ethics, organizational culture, employee engagement, and job performance of flight attendants of other types of airlines such as low-cost airlines.

3. To apply this research for the study on other occupations or positions in the aviation industry. Study structural equation model of business ethics, organizational culture, employee engagement, and job performance of other occupations or positions relevant to aviation industry.

4. To study a structural equation model of business ethics, organizational culture, employee engagement, and job performance of flight attendants with airlines with different management model to prove whether it is possible to make different structural equation model.

5.4 Limitation of this research

There are only two operators providing full-service flights in Thailand which are Thai Airways International Public Company Limited and Bangkok Airways Public Company Limited. This research collects data from both airlines. A limitation of this research is that only two airlines in Thailand provide full service, making the sample size for data collection small.
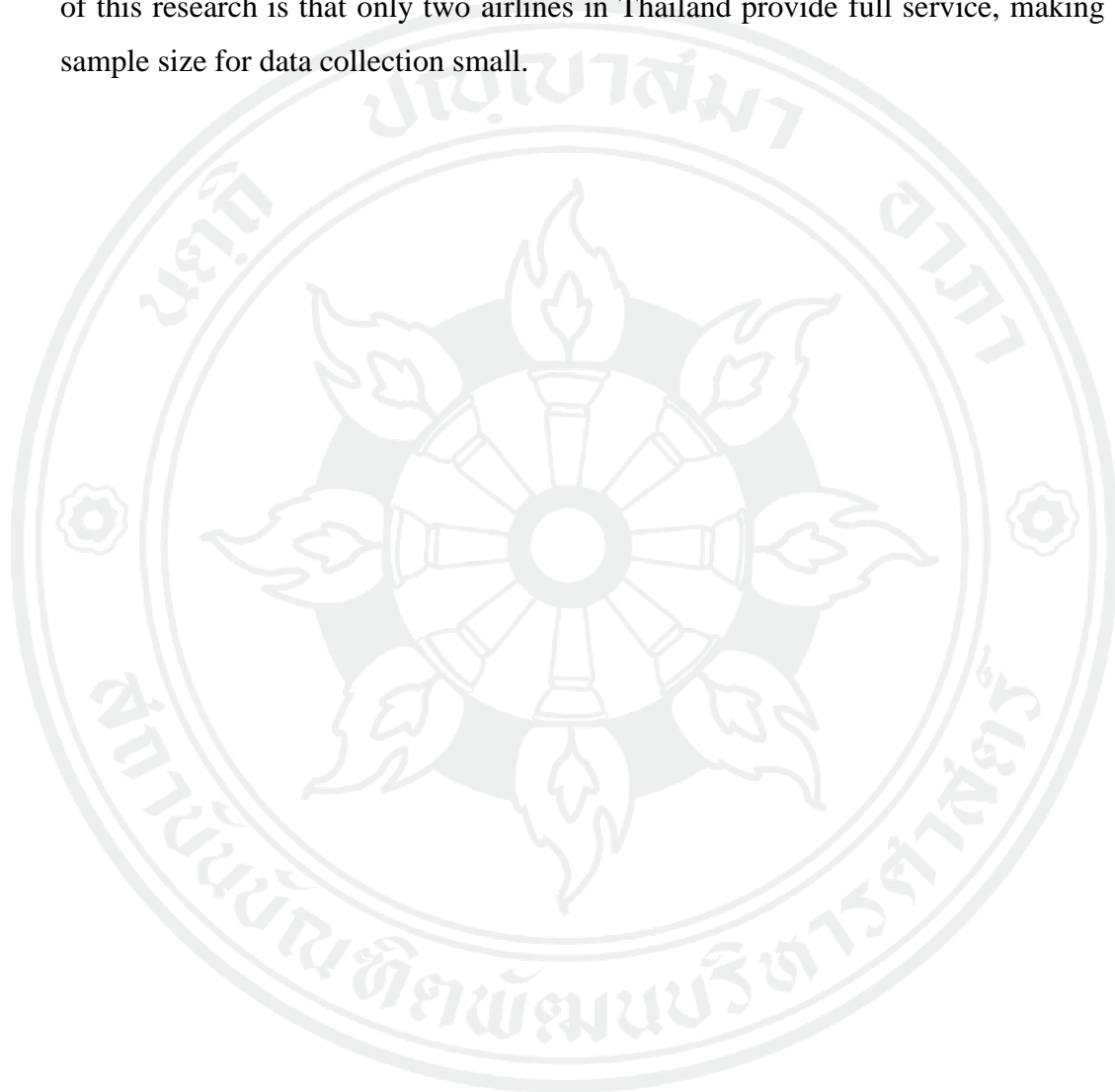
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APPENDIX

APPENDIX A

QUESTIONNAIRE FOR SURVEY

QUESTIONNAIRE

Research Title

A Structural Equation Model of Business Ethics Organization Culture

Employee Engagement and Job Performance of Flight Attendant

This questionnaire is part of a dissertation for a Doctoral Degree in Integrated Tourism Management, The Graduate School of Tourism Management, National Institute of Development Administration (NIDA). The objectives of this study were 1) to investigate the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants. 2) to create a model of the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants, and 3) To test the model of the structure of business ethics, organizational culture, employee engagement, and job performance of flight attendants against empirical data.

This Questionnaire consist of 3 parts with details as

Part 1 Comments on factors of Business Ethics, Organization Culture, and Employee Engagement

Part 2 Comments on indicators of Job Performance

Part 3 Questions about personal data

Data obtained from this questionnaire will be employed only in conducting this dissertation research as a part of the study. The researcher ensures that there will be no effect to participant performance in the organization and all data will be stored secretly without reviewing the status of the participants.

Jitti Jitklongsub

The Graduate School of Tourism

Management

National Institute of

Development Administration

Note Please consider the following sentences and put "o" in an appropriate
descriptive word that corresponds to your opinion.

The scorings are as follow

       5 scores means *strongly agree*

       4 scores means somewhat agree

       3 scores means *neutral*

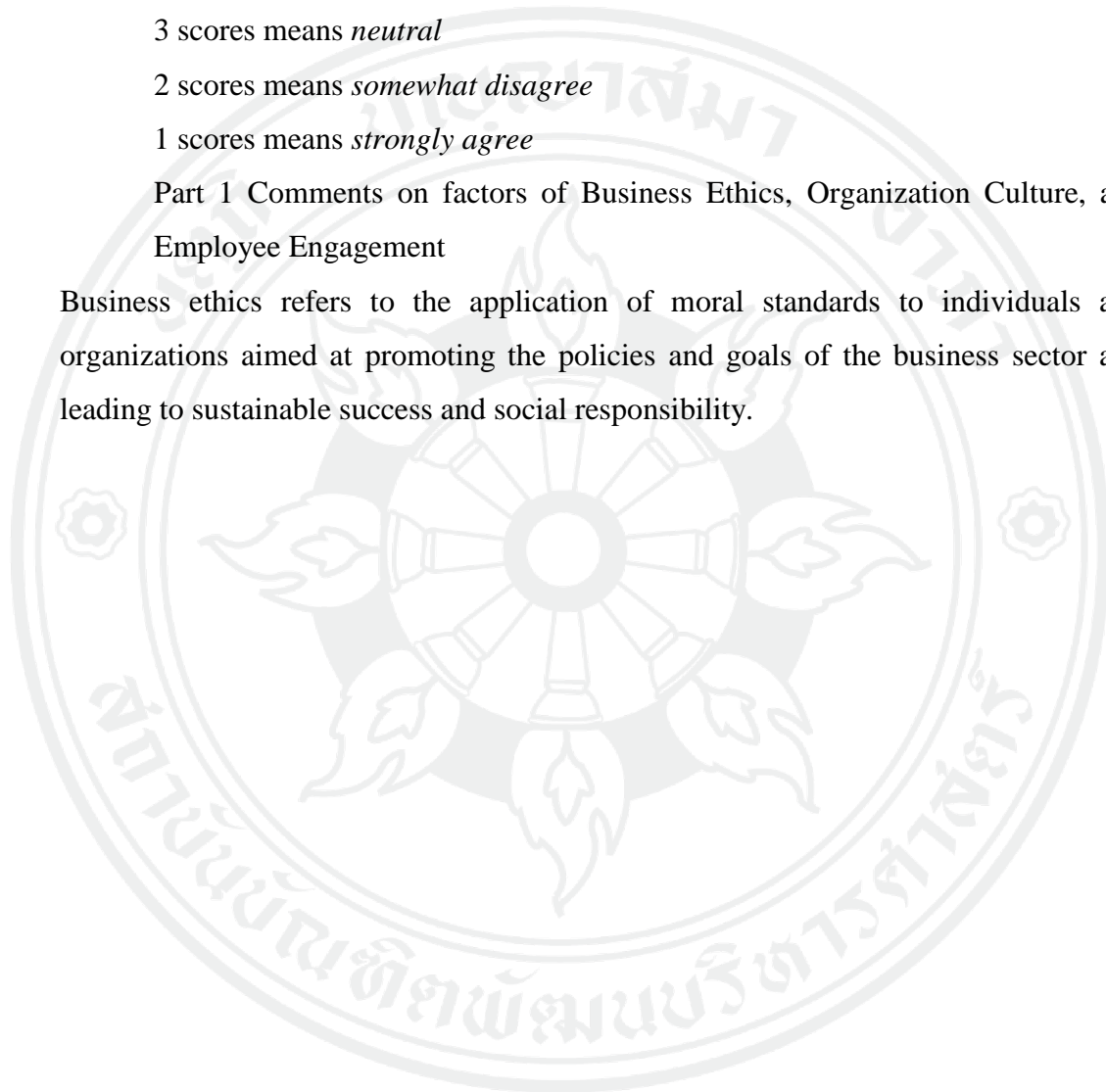   2 scores means *somewhat disagree*
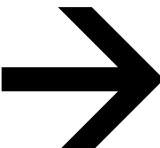
       1 scores means *strongly agree*

       Part 1 Comments on factors of Business Ethics, Organization Culture, and
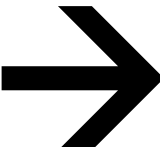Employee Engagement

Business ethics refers to the application of moral standards to individuals and
organizations aimed at promoting the policies and goals of the business sector and
leading to sustainable success and social responsibility.

ข้อ	ปัจจัย	เห็นด้วยน้อยที่สุด				เห็นด้วยมากที่สุด
		1	2	3	4	5
	จริยธรรมธุรกิจ (**Business Ethics**)					
	ความซื่อสัตย์ (Honesty)					
1.	Business operation with <u>**righteousness**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
2.	Business operation with <u>**standard services prescribed in the advertisement**</u> resulting in employee engagement of flight ๆ attendants	1	2	3	4	5
3.	Business operation with <u>**integrity and without bribe to government officials for business benefits**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
4.	Business operation with <u>**Responsibility and without tax evasion**</u> resulting in employee engagement of flight attendant	1	2	3	4	5
	ความยุติธรรม (Fairness/Justice)					
5.	Business operation <u>**without exploitation from passengers**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
6.	Business operation <u>**without exploitation from stakeholders**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
7.	<u>**Respect for intellectual property**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
8.	<u>**Organization not implement unfair methods to destroy competitors**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
	การคำนึงถึงประโยชน์ส่วนรวม (Public benefit in mind)					
9.	<u>**Organization considers benefits of all stakeholders**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
10.	<u>**Organization focuses on environment issues**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
11.	<u>**Focus on quality services**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
12.	<u>**Consistent cabin crew competency**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
	การสร้างความสัมพันธ์ที่ดีกับชุมชน (Good community relationship)					
13.	<u>**Building good relationship with government authorities**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
14.	<u>**Building good relationship with people**</u> resulting in employee engagement of flight attendants	1	2	3	4	5
15.	<u>**Building good relationship with nonprofit organization (NGO)**</u> resulting in employee engagement of flight attendants	1	2	3	4	5

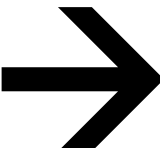| ข้อ	รายการ	เห็นด้วยน้อยที่สุด				เห็นด้วยมากที่สุด
		1	2	3	4	5
	วัฒนธรรมองค์กร)Organizational Culture)					
ด้านบุคคล (Individual Dimension)						
16.	**Working freedom in working** resulting in employee engagement of flight attendants	1	2	3	4	5
17.	**Consistent skill and competency development** resulting in employee engagement of flight attendants	1	2	3	4	5
18.	**Distinct practice guidelines** resulting in employee engagement of flight attendants	1	2	3	4	5
19.	**Work motivation** resulting in employee engagement of flight attendants	1	2	3	4	5
ด้านกลุ่ม (Interpersonal Dimension)						
20.	**Determine goals focusing on teamwork** resulting in employee engagement of flight attendants	1	2	3	4	5
21.	**Emphasize on social relationship among group members** resulting in employee engagement of flight attendants	1	2	3	4	5
22.	**Emphasize on group rewards rather than individual rewards** resulting in employee engagement of flight attendants	1	2	3	4	5
23.	**Acknowledge and understand behavior of groups in organization** resulting in employee engagement of flight attendants	1	2	3	4	5
ด้านงาน (Task Dimension)						
24.	**Focus on designated duties** resulting in employee engagement of flight attendants	1	2	3	4	5
25.	**Job designation in accordance with individual competencies** resulting in employee engagement of flight attendants	1	2	3	4	5
26.	**Job designation in accordance with group** competencies resulting in employee engagement of flight attendants	1	2	3	4	5
27.	**Rewards in line with designated job accomplishment** resulting in employee engagement of flight attendants	1	2	3	4	5
28.	**Organization emphasizes on employees attempt to complete designated job** resulting in employee engagement of flight attendants	1	2	3	4	5
29.	**Career path relies on job achievement** resulting in employee engagement of flight attendants	1	2	3	4	5

ข้อ	รายการ	เห็น ด้วย น้อย ที่สุด	→			เห็น ด้วย มาก ที่สุด
		1	**2**	**3**	**4**	**5**
	ความทุ่มเทมีใจ**(Employee Engagement)**					
Trust and accept the organization's goal and values						
30.	**Agree to goals and values of organization** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
31.	**Confident to organization policies** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
32.	**Being a part of organization** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
Need to retain membership						
33.	**Desire to retain in the organization** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
34.	**No transfer to other departments** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
35.	**No desire to resign** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
A readiness to use an effort to work for organization						
36.	**Willingness to work for organization** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
37.	**Intention to produce successful work** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
38.	**Devote time, vitality and thought for successful work** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
To protect the organization's image and prestige						
39.	**Good feeling towards organization** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
40.	**Positive speaking about organization** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**
41.	**Engage in protecting organization fame** resulting in good and efficient working behavior	**1**	**2**	**3**	**4**	**5**

ข้อ	รายการ	เห็นด้วยน้อยที่สุด				เห็นด้วยมากที่สุด
		1	**2**	**3**	**4**	**5**
	ความทุ่มเทมีใจ **(Employee Engagement)**					
Proud to be involved in the organization						
42.	<u>**Be proud to work in the organization**</u> resulting in good and efficient working behavior	1	2	3	4	5
43.	<u>**Be proud to tell others that they are flight attendants of the airline**</u> resulting in good and efficient working behavior	1	2	3	4	5
44.	<u>**Representative of organization to attend internal and**</u> external resulting in good and efficient working behavior	1	2	3	4	5
45.	<u>**Opinion that one is important personnel and able to help organization**</u> resulting good and efficient working behavior	1	2	3	4	5

Part 2 Comments on indicators of Job performance

Job performance refers to having an excellent performance of people in the organization to achieve the organization's objectives.

ข้อ	รายการ	เห็น ด้วย น้อย ที่สุด				เห็น ด้วย มาก ที่สุด
		1	**2**	**3**	**4**	**5**
Job efficiency and effectiveness						
46.	Employee Engagement resulting in **intention to responsible quality work**	**1**	**2**	**3**	**4**	**5**
47.	Employee Engagement resulting in **readiness to handle more workload**	**1**	**2**	**3**	**4**	**5**
48.	Employee Engagement resulting in **pleasure to help organization cost saving**	**1**	**2**	**3**	**4**	**5**
Interaction and cooperation						
49.	Employee Engagement resulting in **regulations and standards of organization**	**1**	**2**	**3**	**4**	**5**
50.	Employee Engagement resulting in **readiness to work together with other flight attendants**	**1**	**2**	**3**	**4**	**5**
51.	Employee Engagement resulting in **interaction with others in organization**	**1**	**2**	**3**	**4**	**5**
52.	Employee Engagement resulting in **readiness to work with others**	**1**	**2**	**3**	**4**	**5**

ข้อ	รายการ	เห็นด้วยน้อยที่สุด				เห็นด้วยมากที่สุด
		1	2	3	4	5
Contribution to the organization						
53.	Employee Engagement resulting in **desire to make benefits for organization**	1	2	3	4	5
54.	Employee Engagement resulting in **interaction with others in organization**	1	2	3	4	5
55.	Employee Engagement resulting in readiness **to solve urgent problems for organization**	1	2	3	4	5
Adaptability						
56.	Employee Engagement resulting to **readiness to improve work consistently**	1	2	3	4	5
57.	Employee Engagement resulting to **readiness in ability to adapt oneself to others within the organization**	1	2	3	4	5
58.	Employee Engagement resulting in **ability to adapt oneself to others outside the organization**	1	2	3	4	5
59.	Employee Engagement resulting in **ability to adapt oneself to others outside the organization**	1	2	3	4	5
60.	Employee Engagement resulting in **ability to adapt oneself to external environment**	1	2	3	4	5

Part 3 Personal Data

Note Please mark ✓ in ☐ that show your correct personal data

61. SEX	☐ 1) Male	☐ 2) Female
62. Age	☐ 1) 15–35 years (Generation Y)	
	☐ 2) 36-55 years (Generation X)	
	☐ 3) 56 years and over (Generation Baby Boomer)	
63. Education	☐ 1) High School or equivalent	
	☐ 2) Below Bachelor Degree	
	☐ 3) Bachelor Degree	
	☐ 4) Master's Degree or higher	

64. Work with

☐ 1)   Thai Airways International Public Co, Ltd.

☐ 2)   Bangkok Airways Public Co, Ltd.

65. Work experience with premium airline

☐ 1) 5-10 years   ☐ 2) 11-15 years   ☐ 3) 16-20 years

☐ 4) 21-25 years   ☐ 5) 26-30 years   ☐ 6) 31 years and over

BIOGRAPHY

NAME	Jitti Jitklongsub
ACADEMIC BACKGROUND	Bachelor of Arts Degree in Political Science (International Affairs) from Thammasart University as of February 21, 1993
	Master of Public Administration Program Major Management for Executives School of Public Administration from National Institute of Development Administration as of August 15, 2014
EXPERIENCES	Air Steward of Thai Airways International Public Company Limited, Bangkok, Thailand
	24 years of being the flight attendant of Thai Airways International Public Company Limited, Bangkok, Thailand