



**DEVELOPMENT OF A CAUSAL MODEL FOR SUSTAINABLE
EMPLOYEE ENGAGEMENT WITH BUDDHIST
PSYCHOLOGICAL TRAITS**

Miss Bundhita Thiratitsakun

A Dissertation Submitted in Partial Fulfillment of
the Requirements for the Degree of
Doctor of Philosophy
(Buddhist Psychology)

Graduate School
Mahachulalongkornrajavidyalaya University
C.E. 2018



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The Graduate School, Mahachulalongkornrajavidyalaya University, has approved this dissertation on "Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits" in partial fulfilment of the Requirement for the Degree of Doctor of Philosophy in Buddhist Psychology

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Abstract

The purposes of this research were 1) to study Buddhist concepts and psychological traits theory for sustainable employee engagement; 2) to develop the causal model for sustainable employee engagement with Buddhist psychological traits and; 3) to validate and propose the causal model for sustainable employee engagement with Buddhist psychological traits. Mixed methods research applying quantitative methods to extend qualitative results was used for research design. For qualitative research, a purposive sampling of in-depth interview of 15 key informants was used. Interview form was used for data collection, and then data was analyzed by using content analysis and analytic induction. For quantitative research, survey by using developed questionnaire was used and data were collected from 540 employees who were working in Bangkok. Research tool was questionnaires and the reliability of Cronbach's alpha coefficient (α) was 0.947. Quantitative data were analyzed using descriptive statistics and advanced statistics of measurement models and structural equation model using LISREL.

Research results were as follows:

1) Buddhist concepts and psychological traits theory for sustainable employee engagement were studied and developed to be a framework of causal model

for sustainable employee engagement with Buddhist psychological traits and Kalyāṇamitta traits. Buddhist principle of Saṅgahavatthu four consisted of good heart, good speech, good sociable and good consistency behavior. Psychological personality traits of big five theory consisted of openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. Sustainable employee engagement was developed by using Iddhipāda four composed of self-passion, self-dedication, self-evaluation and self-development. Kalyāṇamitta traits of leader also composed of be lovable, be respectable, be admirable, be good counsellor, be patient listener, be good explainer and be good advisor.

2) The development of research framework, there were 18 observed variables. Buddhist psychological traits composed of 8 observed variables which were good heart, good speech, good sociable, good consistency behavior, conscientiousness, optimistic, recognition of difference and friendliness. Sustainable employee engagement composed of 4 variables which were self-passion, self-dedication, self-evaluation and self-development. The observed variables of Kalyāṇamitta traits of leader composed of 6 observed variables which were be lovable, be respectable, be admirable, be good counsellor, be effective communicator and be good advisor.

3) The causal model for sustainable employee engagement with Buddhist psychological traits by Kalyāṇamitta traits of leader as mediator, the results of goodness of fit statistics of the model was fitted with the empirical data. The results were Chi-square (χ^2) = 79.06, df = 63, p = 0.833, GFI = 0.98, AGFI = 0.96, RMSEA = 0.022 and the variation in sustainable employee engagement was 95 percent. Buddhist psychological traits had the direct effect and indirect effect to sustainable employee engagement at value of 0.86 and 0.11 at .01 level of significance. This model was shown that Kalyāṇamitta trait of leader was not significant as mediator to sustainable employee engagement. If the employees have their own Buddhist psychological traits of good heart, good speech, good sociable, good consistency behavior, conscientiousness, optimistic, recognition of difference and friendliness, the employees can be sustainable engaged employee that occurred from their inner-self which composed of self-passion, self-dedication, self-evaluation and self-development.

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March 4, 2019

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Lists of Abbreviations

Abbreviations of Scriptures:

A.	Anguttaranikaya (5 vols.)	KvuA.	Kathavatthu Atthakatha (Paramatthadipani)
AA.	Anguttaranikaya Atthakatha (Manorathapurani)	M.	Majjhimanikaya (3 vols.)
Bv.	Buddhavamsa (Khuddakanika)	Nd.	Mahaniddesa (Khuddakanikaya)
D.	Dighanikaya (3 vols.)	Sv.	Sumangalavilasini
Dhs.	Dhammasangani (Abhidhamma)	Vbh.	Vibhanga (Abhidhamma)
It.	Ltivuttaka (Khuddakanikaya)	Vism	Visuddhimagga
J.	Jataka (including its Atthakatha)		

Other Abbreviations:

BE	Buddhist Era
et.al.	and other
ibid	ibidem
loc.cit.	loco citato
n.d.	no date
Pp.	pages
p.	page
PTS	Pāli Text Society
Tr. (tr.)	translated
Vol.	Volume

CHAPTER I

Introduction

1.1 Background and Rationale

The world is changing rapidly that includes the world of human resources, information technology and etc. The establishment of ASEAN Economic Community (AEC) since year 2015 with ten Asian members, the free competitive market has been implemented in each country under the diversity, individual differences and cultural differences. Meanwhile, Thailand is currently undergoing major changes and engaging in Thailand 4.0 that emphasizing more on digitalization and innovation and also engaging to be 4IR (Fourth Industrial Revolution). All organizations prepare to change in many aspects for survival or to transform the business to match of the world of changes. State enterprise, public sector or non-profit organizations drive the businesses under the changed economy, they must adjust themselves in terms of economic, social, environments, innovation and sustainability. Human Resource is one of the key areas in competitive advantage to make business survival. Therefore, it is important to drive the businesses with the development of potentiality of human resource to achieve the extraordinary results, to increase competitive advantages, to make the profitability. The organizations need a healthy culture and team who are willing to put their best effort in work. Finding the right employees and managers is essential and it is not enough to put the right people in the right jobs, meanwhile the organizations must invest in their employees' greatest talents to optimize their performance and business outcome. Why human Resources in the age of Thailand 4.0 is important. "Apart from digital disruption, companies in Thailand are also

struggling with talent acquisition challenges”¹, this is because of the ageing population continues to grow, there will be less people of working age in the coming decade and also the employee loyalty is constantly declining, especially among the younger generation. This makes it more challenging for organizations to keep their talents. The distinctive edge that can make the organization ahead others is to enhance the engagement at all levels and sustainable development.

Employee engagement becomes a real concern for most organizations because the surveys indicate that few employees between 17 - 29 percent are highly engaged by their work². Harvard Business Review surveyed that there are many factors most likely to bring success, one of them is having high level of employee engagement which accounted for 71%³. The survey was conducted by Gallup Organization, the data indicates that Thailand has the engaged employees 14%, not engaged 84% and actively disengaged 2%⁴. While, USA HR Leader identified their top three areas of interest for year 2018, there are improving employee engagement accounts of 65%, attracting and retaining employees with the right skills accounts of 56%, and helping their organizations adapt better to ongoing change accounts of 55%⁵. The previous research shows that the employee engagement is the most important area to investigate, while the world has been rapidly changed. It is very crucial to study and examine why employee engagement in Thailand is too low and how we can improve the engagement level. The Gallup stated that “Employees who

¹Panittaya Changchit, **Thailand 4.0 – are we ready?**, [Online], Source: <https://www.willistowerswatson.com/en/insights/2017/09/thailand-4-0-are-we-ready> [22 November 2017]

²Stephen P. Robbins & Timothy A. Judge, **Organizational Behavior**, 15th Edition, Global Edition, (USA: Pearson Education Limited, 2013), p.111.

³Harvard Business Review Analytic Services, The Impact of Employee Engagement on Performance, **Harvard Business Review Report**, (2013): 4.

⁴Gallup, State of the Global Workplace: Employee Engagement Insights for Business Leader Worldwide, **Gallup Report**, (2013): 75.

⁵Morneau Shepell, Human Resources Trends for 2018: Insights on what HR Leader are expecting in the coming year, **Morneau Shepell Ltd. Report**, (2017): 3.

feel engaged at work and who can use their strengths in their jobs are more productive and profitable, stay longer, have happier customers, and produce higher quality work”⁶. On the other hand, Aon Hewitt Engagement Model stated the consequences of employee engagement are Say, Stay, and Strive⁷. The global employee engagement indicated that there were 68% Say, 59% Stay and 63% Strive, the outcomes indicate that saying positive things about their organization and act as advocates, intending to stay at their organization for a long time, striving to give their best efforts to help the organization succeed respectively. The engaged employees feel a sense of attachment towards their organization, investing themselves not only in their role but in the organization as a whole⁸. The organization should manage the diversity of employees such as body, mind, emotion, feeling, personality, experience, norm, belief and potentiality to be the same direction and ultimate goal of employee engagement. The level of psychological well-being in the organization and employee engagement are effect to the employee’s working behavior, personal success and business success and performance⁹.

There are many factors enhancing employee engagement; job fit, organizational culture, psychological environment¹⁰. Currently efficiency and effectiveness are the measurement tools of the employee whether they pay attention to work or not. The lack of employee satisfaction and employee engagement lead to the

⁶Gallup, State of the Global Workplace: Employee Engagement Insights for Business Leader Worldwide, **Gallup Report**, (2012): 43.

⁷Aon Hewitt Organization, 2017 Trends in Global Employee Engagement, **AON Hewitt Report**, (2017): 7.

⁸Gemma Robertson-Smith and Carl Markwick, Employee Engagement: A review of Current Thinking, **Institute for Employment Studies Report**, (2009): V.

⁹Ivan. T. Robertson, Cary L. Cooper, “Full Engagement: the Integration of Employee Engagement and Psychological Well-Being”, **Leadership & Organization Development Journal**, Vol. 31 No. 4 (2010): 324-336.

¹⁰Sarunya Sanglimsuwan, “The Development of Employee Engagement Model of Employees Working in Japanese Company in Thailand”, **Journal of Behavioral Science**, Vol.19.No.2 (2013): 82-83.

negative behaviors showing to the public. The drawback of lack the engaged employees is absenteeism, less work and dedicated themselves to work, intention to quit, no organizational citizenship, no organization citizenship, no cooperative¹¹, these lead less organization performance or outcome. Therefore, the employee engagement is very crucial and how can make it be sustainable in the organization. Buddhism beliefs that the sustainability can be occurred from inner mind. The management must know the individual differences of employees in the organization in order to know how to manage them or let them know how they can manage themselves or interact with other peoples in the organization. Therefore, the individual differences are very important to let people know the difference characteristics of each other.

The individual differences are to emphasize the difference of each people and behaviors of them, it can identify the cooperation and lead to the employee engagement¹² and it is very important in terms of psychology. The individual differences perspective is the theory to emphasize the individual traits such as intellectual, personality¹³, skill, competencies¹⁴, values, perception, emotions¹⁵. Many psychologists have attempted to find out various personality traits or characteristics in which individual differ, the difference in physical characteristics, the difference in

¹¹Alan M. Saks, “Antecedents and consequences of employee engagement”, **Journal of Managerial Psychology**, Vol.21. Iss:7, (2006): 600-619.

¹²William A. Kahn, “Psychological Conditions of Personal Engagement and Disengagement at Work”, **Academy of Management Journal**, Vol. 33 (1990): 716.

¹³Chuchai Smithikrai, **Industrial and Organizational Psychology**, 2nd Edition, (Bangkok: Chulalongkorn University Press, 2011), p.65.

¹⁴Christine A. Grant et.al., “An Exploration of the Psychological Factors Affecting Remote E-worker’s Job Effectiveness, Well-Being and Work-Life Balance”, **Employee Relations**, Vol.35 Iss 5 (2013): 527-526.

¹⁵Wanida Poldej, **Organization Behavior and Strategic Human Resource Management**, (Bangkok: Happy Print, 2017), p.49.

personality traits, the difference in intelligence, the difference in interest¹⁶. Kahn¹⁷ argued that psychological differences may impact on individuals' ability to engage or disengage in their role performance, just as they shape a person's ability and willingness to be involved or committed at work. The personality theory is aimed to understand the nature of human behavior, it can apply in the real world and make personal happiness and social happiness. Each person is unique personality traits, each has its own identity¹⁸. Individual personality affects to the actions that each person showed in different situations and forecast and explain the result of those actions¹⁹. The study of personality traits is necessary in order to know the behavior for effective working, the measurement of personality adjustment for strengthen and increase potentiality²⁰ and it is an important factor in forming employee engagement, also an accurate predictor of whether or not an individual is likely to be engaged²¹. The previous research results showed that personality has been proven to significantly influence employee engagement²². Nowadays, the most powerful personality traits is

¹⁶M.R.Shaikh, **Industrial Psychology**, (India: Vrinda Publications (P) Ltd., 2006), pp.87-90.

¹⁷Kahn (1990) cited in Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane and Katie Truss, **Employee Engagement: A Literature Review**, Kingston University, **Working Paper**, Series No 19 (2008): 10.

¹⁸M.R.Shaikh, **Industrial Psychology**, (Delhi, India: Vrinda Publications (P) Ltd. 2006), p.87.

¹⁹Jess Feist, Gregory J. Feist, Tomi-Ann Roberts, **Theories of Personality**, 8th Edition, International Edition, (USA: McGraw-Hill, 2013), p.379.

²⁰Sriruen Kaewkangwan, **Personality Theory**, (Bangkok: Mor Chaw Ban Print, 2011), p.302.

²¹Aon Hewitt, 2015 Trends in Global Employee Engagement: Making Engagement Happen, **AON Hewitt Report**, (2015): 30.

²²Kartono, Hilmiana & Wa Ode Zusnita Muizu, "the Influence of Personality on Employee Engagement and Emotional Intelligence: an Empirical Study on Employees of Rural Banks in West Java, Indonesia", **South East Asia Journal of Contemporary Business, Economics and Law**, Vol. 12, Issue 2 (2017): 54-66.

studied by Costa and McCrae called Big Five Personality Traits Theory or OCEAN²³ theory. This theory can evaluate and relate to work efficiency and effectiveness, the teamwork evaluation, the leadership evaluation²⁴, moreover, the forecast of relationship of employee engagement^{25 26 27}. Big Five Personality Trait Theory consists of five major aspects which are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. If all persons including leader, followers learn how to handle and manage each people by learning of individual differences of personality traits, they can understand each other more, learn how to live in the same organization, how to interact among team members, how to manage and build cooperation and reduce bored environment²⁸ and finally enhance the engagement in organization.

However, the employee engagement has been investigated and studied but no studies and researches emphasize on how to sustainable employee engagement, while focusing on the personality traits. In addition, the employee engagement may

²³Andrzej A. Huczynski and David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.195.

²⁴Jerald Greenberg, **Behavior in Organizations**, 10th Edition (United Kingdom: Pearson Education, 2011), p.150.

²⁵Ozgur Ongore, "A Study Of Relationship Between Personality Traits And Job Engagement", **Social and Behavioral Sciences**, Vol.141, (2014): 1315–1319.

²⁶Prapaipan Sripan, "Relation between Big Five Personality and Operational Effectiveness of Retail Credit and Collection Department of Tisco Bank Public Company Limited", **Master of Business Administration**, (Srinakharinwirot University, 2012), p.108.

²⁷Cited in Kartono, Hilmiana & Wa Ode Zusnita Muizu, "the Influence of personality on employee engagement and emotional intelligence (an empirical study on employees of rural Banks in West Java, Indonesia)", **South East Asia Journal of Contemporary Business, Economics and Law**, Vol. 12, Issue 2 (April) (2017): 54-66.

²⁸Saar Langelan; Arnold B. Bakker; Lorenz J.P. Van Doormen, Wilmar B. Schaufeli, "Burnout and Work Engagement: Do Individual Differences make a difference", **Personality and Individual Differences**, Vol.40 (2006): 521–532.

be partial caused by individual psychological traits²⁹. Therefore, the integration of Buddhist principles and personality traits are going investigated in this research. Buddhism states that the sustainable development is to develop the integration of three parts which are physical body (behavior), mind and intellectual. This integration is to grow up with prosperity and relating to support each other as a whole³⁰. Applying the Dhamma principles as the personality traits is finally for developing the intellectual of each person to build the sustainable change and behavior. Therefore, the researcher studies the principle that in Pali language be called Saṅgahavatthu³¹ ³²dhamma principle as the traits for enhancing sustainable employee engagement. The Saṅgahavatthu is the principle to lead the people to be unity in the community which consists of four elements; Dāna (Good Heart), Piyavācā (Good Speech), Atthacariyā (Good Sociable), and Samānattatā (Good Consistency Behavior).

Meanwhile in 21st century, most of organizations focus on talent management, leadership development and employee engagement. Leader is the essence of motivation and he has many areas of management such as support to employees, has the flexibility, builds the unity and trust, and has the responsibility on their duties³³. The leader can enhance employee engagement with the difference

²⁹James K. Harter, Frank L. Schmidt, and Corey L. M. Keyes, Well-being in the Workplace and Its Relationship to Business Outcomes: A Review of Gallup Studies, **American Psychological Association**, (2002): 205-224.

³⁰Phra Brahmagunabhorn (P.A. Payutto), **General Study for Human Development**, (Bangkok: Srinakarintharawijoj University, 2009), p.35.

³¹Phra Brahmagunabhorn (P. A. Payutto), **Dictionary of Buddhism**, Pramuantham Version, 31st Edition, (Bangkok: Phalitham Printing, 2015), p.143.

³²D.III.152,232; A.II.32,248; A.IV.218,363. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.143.

³³William A. Kahn, "Psychological Conditions of Personal Engagement and Disengagement at Work", **Academy of Management Journal**, Vol. 33 (1990): 705.

level³⁴ of engagement. Nowadays, there are rapid changes in the organization in various areas, therefore, leader also plays the important roles to manage and deliver these changes as well. The different leader has different style of management but he must manage and organize the directions to deliver the same company's goals. The leader must have the specific qualifications to be the self-centre³⁵. The leader account for 70% affecting the variance in employee engagement, the leader who cares about the needs of employees, it can help to create or increase the engagement of employee³⁶. There are many theories regarding to the leadership types and characteristics of leader, however, there is one Dhamma principles that related to leaders and can be initial creating trust that be called in Pali namely Kalyāṇamitta^{37 38} principle. Kalyāṇamitta principle creates the first trust between the leader and the followers, it is the qualities of good friend. Kalyāṇamitta consists of seven elements, it calls in Pali language; Piyo (Be lovable), Garu (Be respectable), Bhāvanīyo (Be admirable), Vattā Ca (Be good counsellor), Vacanakkhamo (Be patient listener), Gambhīraṇa Kathaṁ Kattā (Be good listener) and No Caṭṭhāne Niyojaye (Be good advisor). Therefore, building trust from leader can be a mediator leading or enhancing more on level of sustainable employee engagement.

³⁴Molraudee Saratun, "Performance Management to Enhance Employee Engagement for Corporate Sustainability", **Asis-Pacific Journal of Business Administration**, Vol.8 Iss.1 (2016): 84-102.

³⁵Phra Brahmagunabhorn (P. A. Payutto), **Leadership**, 6th Edition, [Online], http://www.watnyanaves.net/uploads/File/books/pdf/state_of_leadership.pdf, [20 January 2017].

³⁶Molraudee Saratun, "Performance Management to Enhance Employee Engagement for Corporate Sustainability", **Asia-Pacific Journal of Business Administration**, Vol.8 Iss.1 (2016): 84-102.

³⁷Phra Brahmagunabhorn (P. A. Payutto), **Dictionary of Buddhism**: Pramuantham Version, 31st Edition, (Bangkok: Palitham Printing, 2015), p.204.

³⁸A.IV.31. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.204.

The attitudes towards working of new generation are altered, currently, the trend of employees need to work-life balance, self-actualization. Many researchers studied the consequences of engagement, it has vigor, dedication, absorption³⁹, work satisfaction, organizational commitment, organizational citizenship and decrease of intention to quit⁴⁰, need compensations and benefits, need supportive from leader or organizational, organizational cultures, and etc. However, the researcher studies the sustainable employee engagement by applying the Buddhist psychology principles as the outcome. The implication of Iddhipāda Four⁴¹ principle in Pali language is the accomplishment of sustainable engagement, it can evaluate the traits of insight mind of employees. Therefore, the consequences in term of sustainable engagement in Buddhist principle is to have Chanda meaning of positive towards work and organization, Viriya meaning of self-dedication, Jitta meaning of self-evaluation and Vīmaṃsā meaning of self-development. The benefits of having sustainable employee engagement, the royalty, organizational commitment, good attitude and finally the sustainable business performance. There are proof that the employee performance leads to work performance and organizational performance, moreover employee engagement or commitment can contribute to a healthy organizational climate⁴². However, in terms of Buddhism, it believes that consistency inner mind is sustainable.

There are no research had been conducted the integration of Buddhist traits and personality traits to enhance the sustainable employee engagement in Thailand context in the new millennium era. This is a paradigm shift that moving forward from

³⁹Schaufeli, W.B., & Bakker, A.B., "A Measurement of Work Engagement With a Short Questionnaire, A Cross-National Study", **Educational and Psychological Measurement**, Vol.66, 4 (2006): 701-716.

⁴⁰Alan M. Saks, "Antecedents and consequences of employee engagement", **Journal of Managerial Psychology**, Vol.21. Iss:7 (2006): 600-619.

⁴¹D.III.221; Vbh.216. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.160.

⁴²Laurie J. Mullins, **Essentials of Organizational Behavior**, 3rd Edition, (England: Prentice Hall, 2011), p.460.

employee engagement to be sustainable employee engagement with composited with Dhamma well-being. In this research study, analyse and synthetic the integration of the Dhamma principles and personality traits and propose to study the research of “Development of Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits”. The mixed study of individual differences of personality traits between Buddhist principle and Big Five Personality Traits Theory will be investigated for enhancing the sustainability of employee engagement. The benefits to human resource and organizational development is to know the individual differences and develop the employees’ potentialities by enhancing employees to be knowledge employee – knowing themselves, knowing others, knowing community and finally deliver to the sustainable development⁴³.

1.2 Research Questions

1.2.1 What is the Buddhist principles or concepts and personality traits theory for sustainable employee engagement?

1.2.2 What is the causal model for sustainable employee engagement with Buddhist Psychological Traits?

1.2.3 Dose the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits fit to empirical data?

1.3 Objectives of Research

1.3.1 To study Buddhist principles or concepts and personality traits theory for sustainable employee engagement

1.3.2 To develop the causal model for sustainable employee engagement with Buddhist Psychological Traits

1.3.3 To validate and propose the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits

⁴³Phra Brahmaganabhorn (P.A. Payutto), **Sustainable Development**, (Bangkok: Komol Keemthong Printing, 2013), p.12, 232.

1.4 Scope of Research

The study of “Development of Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.” is used mixed methods research, the quantitative method to extend qualitative results⁴⁴. The analysis was used Structural Equation Modeling (SEM) program to check the consistency with the empirical data.

1.4.1 Scope of Study

The study consists of integration of Buddhist principle as traits and psychology term of personality traits theory, the leader traits based on Buddhist principle and employee engagement. The scope of contents analysis in this research consists of 1) Buddhist principle based on Saṅgahavatthu Four as the fundamental traits of employee for building sustainable employee engagement, 2) Personality Traits Theory of Big Five Personality Traits 3) Buddhist principle related to leadership's traits - Kalyāṇamitta for enhancing sustainable employee engagement, and 4) sustainable employee engagement by applying Buddhist principle of Iddhipāda Four⁴⁵ as the measurement of its consequences.

1.4.2 Scope of Variables

The researcher classifies the variables in this research as below.

There are three latent variables in this conceptual framework, exogenous latent variables and two endogenous latent variables.

1) Exogenous latent variables, the Dhamma principle that can enhance the sustainable employee engagement is Saṅgahavatthu Four⁴⁶ that is virtues making for group integration. There are four observed variables 1) Dana, 2) Piyavaca, 3)

⁴⁴Nonglak Wiratchai, **Research and Statistics: Questions Invited to Answer**, (Bangkok: Chulalongkorn University, 2009), pp. 56-57.

⁴⁵D.III.221; Vbh.216. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism: Pramuantham Version**, 38th Edition, (Bangkok: Palitham Printing, 2016), p.160.

⁴⁶D.III.152,232; A.II.32,248; A.IV.218.363. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism: Pramuantham Version**, 38th Edition, (Bangkok: Palitham Printing, 2016), p.143.

Atthacariya, and 4) Samānattatā. Big Five Personality Traits of Costa & McCare^{47 48}⁴⁹, that can be the traits to predict the sustainable employee engagement, there are five observed variables 1) Openness to Experience, 2) Conscientiousness, 3) Extraversion, 4) Agreeableness, and 5) Neuroticism.

2) Endogenous latent variable, Sustainable Employee Engagement is measured by Dhamma principle based on Iddhipāda Four⁵⁰ which is a path of accomplishment. There are four observed variables 1) Chanda: will; zeal; aspiration, 2) Viriya: energy; effort; exertion; perseverance, 3) Citta: thoughtfulness; active thought; dedication, and 4) Vimangsa: investigation; examination; reasoning; testing

3) Endogenous latent variable as mediator, the Dhamma principle that be traits of leader is Kalyāṇamitta⁵¹. There are seven observed variables 1) Piyo – be lovable, 2) Karu – be respectable, 3) Pawaniyo – be admirable, 4) Watta Ja – be good counsellor, 5) Wajanakkamo – be patient listener, 6) Kampeeranja Katang Katta – be good explainer and 7) No Jatathane Niyochaye – be good advisor.

All of these variables might be adapted after implementing the field study of in-depth interview.

1.4.3 Key Informants and Populations

1) Key Informants

There are 15 key informants. The characteristics of key informants are divided into three major groups; 1) venerable monks, 2) industrial and organizational

⁴⁷Costa, P. T. & McCrae, R.R., “Personality Trait as a Human Universal”. **American Psychologist**, Vol. 5 (1997): 509-516.

⁴⁸Costa & McCrae cited in Kanthika Banlue, “Narcissism and Five-Factor Personality as Predictors of Leader Emergence in an Unacquainted Group”, **Master of Arts (Social Psychology)**, (Faculty of Psychology, Chulalongkorn University, 2010), pp.7-9.

⁴⁹Costa & McCare cited in Jiraporn Tangkittipaporn, **Personality Psychology and Health Behavior**, (Bangkok: Chulalongkorn University Press, 2016), pp.70-71.

⁵⁰D.III.221; Vbh.216. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism: Pramuantham Version**, 38th Edition, (Bangkok: Palitham Printing, 2016), p.160.

⁵¹A.IV.31. Ibid., p.204

psychology experts, and 3) successful management level in human resources in organization, the research uses the purposive sampling.

1) Population

The characteristics of sample size is the employees who work in the organizations, not limit of status, positions, level of education. The participants work in the private firms located in Bangkok area.

1.4.4 Area of research

The research area is the private firms located in Bangkok which are small business enterprise and large companies that consisted of many departments and several of demographics.

1.5 Research Hypothesis

Does the Development of a Causal for Model Sustainable Employee Engagement with Buddhist Psychological Traits fit with empirical data? And How?

1.6 Operational Definitions of the Term Used in the Research

This research, the operational definitions are used and described as below.

1.6.1 Buddhist Traits of Winning Personal Heart means the employees have the personality to make well coordination among all parties, stay with love and good heart to each other, helpful integration among people in organization. There are four elements 1) Good Heart is giving; sacrificing, sharing his own things with others always welcome to teach jobs, helping others what they can do and fully support all activities in organization, self-sacrifice for public (voluntarily mind), giving encouragement to the colleagues; 2) Good Speech is speaking positive toward the organization, always say thank you and complimentary words to your colleagues for their success or cheer up for motivation, speaking with nice and polite words; 3) Good Sociable is performing actions that are useful to the organizations, willing to help the organization's activities coordinating with leaders, supervisors or colleagues to do work, and be patient to do work with others in the organization, understanding the feeling of others and joint feeling empathy with colleagues; 4) Good Consistency Behavior is behaving consistently and impartially manner, being a good performer or

role model in the organization such as coming to work on time, behaving equitably towards all co-workers or colleagues, behaving in the right place, right time and right position.

1.6.2 Personality Traits of Holding Other Hearts is the personality traits the can make others to understand each other's, learning the individual differences among groups. There are four traits which consisted of 1) Conscientiousness is the employees have the self-consciousness, self-discipline, completion works on time with timeframe, have vigor and motivation to work, being proud to work in this organization, 2) Optimistic is the employees always have positive thinking toward organization and departments, be pleased with the organizational success, being happy with current work and current organization, be proud to be member in the organization, accepting and complying all objectives, 3) Recognition of Differences (Adaptability) is the employees accept the changes, listen and accept the good comments of colleagues, willing to comply the new changes, opened-mind to the unexpected situations, ready to do what have never been done before, welcome for the advices receiving from others, 4) Friendliness is the employees have trust and good intention toward others, be glad to help others, feeling of "We and I", go together.

1.6.3 Buddhist Psychological Traits means the integrated traits between Buddhist Traits of Winning Personal Heart and Personality Traits of Holding Other Hearts. Its integration is the unique traits that can be identified the personality traits of employees who have their uniqueness characteristic of Sustainable Employee Engagement in current era.

1.6.4 Kalyāṇamitta Traits of Leader is the Buddhist principle that can be described the personality traits of leader who can enhance the sustainable employee engagement. There are six elements that the leader should has 1) Be Lovable is the leader always care the employees, gives the chance to the employees expressing their opinions, the employees can consult with the leader and be relied on; 2) Be Respectable is the leader is a role model of employees, has the consistent behavior and impartially, giving respect to other; 3) Be Admirable is the leader being praiseworthy person, acts equal treatment, be able to tolerate frustration and stress, dedicating himself; 4) Be Good Counsellor is the leader is careful with problem-solving, opened-mind to change, optimistic, sincerity to help others and giving the

recommendations; 5) Be Effective Communicator is the leader is good listener and explainer, listens the employees for all stories, be patient to listen both positive and negative words, speaks a good speech of encouragement and gives compliments words, expresses the kindness and sincerity; 6) Be Good Advisor is leader being visionary, knowledgeable, introduces the good things and guidance, leads the employees to behave good and positive directions.

1.6.5 Sustainable Employee Engagement is the characteristics consisted of 1) Self-passion describes that the employees love their works or jobs, feeling that their works are important; love their organization that they are working with and be proud to be part of organization's success, talk positive toward their organization; 2) Self-dedication describes that the employees commit to work hard with their fully capabilities, dedicate themselves for achievement, give the extra miles for working without any requests, working with objectives and targets, working with challenged jobs and complete jobs with timeframe; 3) Self-evaluation describes that the employees regularly search themselves for the improvement points, accept other's recommendations and feedback without any dispute, always monitor other's work performance for improvement and accomplishment; 4) Self-development describes that the employees continue to learn more on new things, new jobs, seek new knowledge and challenged jobs for more skills, always develop themselves.

1.7 Expected Benefits

1. To be the guidance of human resource management and development in organization to be more efficient and effective.
2. To develop the employee personalities by eliminating the weak points and improve the strengths.
3. To be the guidance of selection of the employee in the organization, promotion of the employees

CHAPTER II

Literature Review

This research is to develop of a causal model of sustainable employee engagement with Buddhist psychological traits. The review of literature and concerned research works are shown below topics.

2.1 Concepts and concerned research works of Buddhist principle related to employee traits

2.1.1 Concept of Buddhist principle of Saṅgahavatthu Four

2.1.2 Concerned research works of Saṅgahavatthu Four

2.2 Concept, theory and concerned research works of Big Five Personality Traits

2.2.1 Definition of Personality Traits

2.2.2 Concept and theory of Big Five Personality Traits

2.2.3 Concerned research works of Big Five Personality Traits

2.3 Concept and concerned research works of Buddhist principle related to leader traits

2.3.1 Definition of leader

2.3.2 Essentials of leader as driver enhancing employee engagement

2.3.3 Traits of leader

2.3.4 Concept of Buddhist principle of Kalyāṇamitta

2.3.5 Concerned research works of Kalyāṇamitta

2.4 Concept, theory and concerned research works of sustainable employee engagement

2.4.1 Definition and essentials of employee engagement

2.4.2 Concept, theory and concerned research works of employee engagement

2.4.3 Concept of sustainable employee engagement

2.5 Conceptual Framework

2.1 Concepts and Concerned Research Works of Buddhist Principle Related to Employee Traits

2.1.1 Concept of Buddhist principle of Saṅgahavatthu Four¹

Saṅgahavatthu Four is the Buddhist principle that can be inner traits of human being. It can apply in the social life for connecting with others by giving without any return, making the people in sociable or organization living together with happiness. It is the Dhamma principle “bases of social solidarity; bases of sympathy; acts of doing favors; principles of service; virtues making for group integration and leadership².” Refer to words of Buddha, bases of Sympathy³ ‘Monks, there are these four based of sympathy. What four? Charity, kind speech, doing a good turn, and treating all alike. These are the four...’ The Most Venerable Phra Dharmakosacarya (Nguam Indapañño) stated that Saṅgahavatthu Four is the implication for helping each other and mutual assistance in the group, having characteristics of sharing and sacrifice, be happy in the happiness of others, conciliating the severance between people, voluntary contribution to the community, not take someone else's work as their own⁴. Saṅgahavatthu is also the dhamma principle to bring the sharing, unity^{5 6}

¹D.III. 152.232; A.II.32.248; A.IV.218.363. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.143.

²Ibid., p.143.

³IV, XXVI, 253, **The Book of the Gradual Sayings (AṄGUTTARA-NIKĀYA)**, Vol.II, tr.by F.L.Woodward, M.A., (Oxford: The Pali Text Society, 2008), p.253.

⁴Buddhadasa Bhikkhu, **Buddhism with new Generation and Thai Society in the Future**, (Bangkok: Sukkhapabjai Printing, 1982), p.395.

⁵Phra Brahmagunabhorn (P. A. Payutto), **Dictionary of Buddhism**, Pramuantham Version, 31st Edition, (Bangkok: Palitham Printing, 2015), p.143.

⁶Phra Brahmagunabhorn (P. A. Payutto), **Dictionary of Buddhism**, Pramuantham Version, 20th Edition, (Bangkok: Sahathammik, 2013), p.412.

^{7 8}. In order to have a harmonious relationship or engagement among the members of community or organizations, each member should have the certain principle regarding the services that are to be rendered to others which Saṅgahavattu Four principle aims to render service to others. It consists of four virtues in Pāli language (1) Dāna (2) Piyaṇā (3) Atthacariyā (4) Samānattatā.

1) Dāna⁹

Dāna means “giving; generosity; charity¹⁰; liberality¹¹, giving with kindness¹²”, this is the virtue of generosity, charity or giving of alms. The Buddha said that the practice of giving aids the people in our effort to purify the mind. In addition, the Most Venerable Phra Dharmakosajarn (Prayoon Dhammacitto)¹³ said there is the Buddha’s word in Pāli stated that “*Thatho Kanangthatimittati*” means that giving helps to have engaging mind with others, this is very important. When we decide to give something of our own to someone else, we simultaneously reduce the attachment to the object; to make a habit of giving can thus gradually weaken the mental factor of craving, one of the main causes of unhappiness. Dāna is the one virtue in many Dhamma principle such as Sappurisa-pannatti¹⁴ Dhamma principle;

⁷Phra Brahmagunabhorn (P. A. Payutto), **Son Nak – Son Tit, Chewit Phra – Chewit Phut**, (Bangkok: Palitham Printing, 2013), p.66.

⁸Phra Rajsuthiyanmongkol (Jaran Thitithammo), **Buddhaloyi: Buddhist Principles and Changes of Life**, (Bangkok: Thurakit Kaona, 1999), p.35.

⁹A.I.90. and M.III.254-6; A.III.392. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.62.

¹⁰Ibid., p.143.

¹¹Ibid., p.239.

¹²Phra Dharmakosajarn (Prayoon Dhammacitto), **Buddhist Administrative and Management**, (Bangkok: Mahachulalongkornrajavidyalaya Printing, 1997), pp.72-74.

¹³Ibid.

¹⁴A.I.161. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), pp.106-107.

Pāramī 10¹⁵ Dhamma principle; Dasarājadhamma or Rājadhamma¹⁶ Dhamma principle. Giving is the important role to decrease the greed (in Pāli called Lobha) and selfish, and should give without hurt anyone in the group. Giving by heart is very important because it does without any returns from others. The people give valuable things, gifts, materials, money, opportunities, hopes, wellness, knowledge, Dhamma sermon, motivation and inspiration, they are all kinds of giving. Giving is the best mean of bridging the psychological gap, more than the economic gap¹⁷. The Most Venerable Prarajsuthiyanmongkol (Jaran Thitithammo) stated that Dāna is sharing, giving with kindness. The Most Venerable said that there are three kinds of Dāna, giving for respect others, giving to hold other hearts and lastly giving for humanitarian¹⁸.

Refer to Buddha's doctrine, in terms of gifts. 'Monks, there are these two gifts. What two? The carnal and the spiritual. These are the two. Of these two the spiritual gift is pre-eminent. (The same for) Two sacrifices...liberalities...offerings...possessions...enjoyments in common...sharings together...givings of favours...acts of kind-ness...acts of compassion...'¹⁹. While spiritual refer to Amisadāna and Dhammadāna. There are two kinds of Dāna.

1.1) Amisadāna²⁰ is giving materials, gifts, commodities.

If someone falls in the bad situation, we can give things to he or she, giving money is in this type.

¹⁵Bv.6 cited in Ibid., p.239-240.

¹⁶J.V.378 cited in Ibid., p.240-241.

¹⁷Bhikkhu Bodhi, **Dana: Practice of Giving**, [Online], www.accesstosight.org/lib/authors/various/wheel367.html, [15 January 2017].

¹⁸Phra Rajsuthiyanmongkol (Jaran Thitithammo), **Buddhaloyi: Buddhist Principles and Changes of Life**, (Bangkok: Thurakit Kaona, 1999), p.35.

¹⁹II, I2, Chapert XIII, **The Book of the Gradual Sayings (AṄGUTTARA-NIKĀYA)**, Vol.I, tr. by F.L.Woodward, M.A., (Lancaster: The Pali Text Society, 2006), p.81.

²⁰Phra Dharmakosajarn (Prayoon Dhammacitto), **Buddhist Administrative and Management**, (Bangkok: Mahachulalongkornrajavidyalaya Printing, 1997), pp.72-74.

1.2) Dhammadāna²¹ is giving of truth; spiritual gift.

The Most Venerable Phra Dharmakosacarya (Nguam Indapañño) stated that Lord of Buddha emphasized on Dhamma sharing more than others, giving Dhamma can be assisting and introducing the useful benefits, advising the solutions for those persons who have the problem and let them solve the problem by themselves²². Moreover, the Most Venerable Phra Dharmakosajarn (Prayoon Dhammacitto) referred to the Buddha's words in Pāli "*Namapathayee Lapantee Namapang*" means that those who give good things, receiving good things in return²³.

Nevertheless, there is one additional giving that called Apaiyadāna²⁴ means giving by forgiving, when someone does mistake or when over rules each other. Apaiyadāna is a forgiveness gift meaning that to forgive the others who perform the bad deeds with us, not returning retribution²⁵. Apaiyadāna is also very important for living in the community. If someone does something wrong and we can give Apaiyadāna, we can forgive him with our kindness mind.

In the practitioner world, most of the giving is the giving things, materials, money, promotions. The leader or organization can give the opportunity to the followers to demonstrate or present their performance or their work outcome, this can make the employees increase their engagement in the organization.

2) Piyavācā²⁶

²¹Ibid.

²²Buddhadasa Bhikkhu, **Buddhism with new Generation and Thai Society in the Future**, (Bangkok: Sukkhapabjai Printing, 1982), p.395.

²³Phra Dharmakosajarn (Prayoon Dhammacitto), **Buddhist Administrative and Management**, (Bangkok: Mahachulalongkornrajavidyalaya Printing, 1997), p.72.

²⁴Ibid.

²⁵Phra Maha Somchai Thanvuttho, **The Blessings of Life "progress way"**, (Bangkok: Than Printing, 1987), p.130.

²⁶A.I.90. and M.III.254-6; A.III.392. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.143, 169.

Piyavācā means “kindly speech, convincing speech”, amicable speech. Piyavācā includes speaking with polite words and words that pleasant to hear, with truth and base on the goodness and good deeds, with encouraging or sympathetic, with kindness, with benefit to others, with creating the respect to each other, helping to explain the truth. Buddha said that speech is the first step to create the human relationship, bring the harmony and friendship while others actions help us to have a firm mind and produce the admirableness and truthfulness. Piyavācā is composited in the Dhamma principles of Sammavaca, the right speech, one of the Noble Eightfold Path²⁷. The Most Venerable Phra Dharmakosacarya (Nguam Indapanno) stated that giving a nice speech which truth and nice words and it must be composed of Sacca²⁸ that means being sincerely and beneficial to the respondents²⁹. The Most Venerable Prarajuthiyanmongkol (Jaran Thitithammo) said speaking with others to love, not speaking others to hate, not speak with slander. The Most Venerable referred to the Buddha’s words in Pāli “*Piyavācā Piyo Thevamanusanung*” in Pāli means that making someone love with kind speech³⁰.

In terms of Buddhism, the speech composes of four criteria as below:

- (1) avoidance of telling lie or false speech; “abstaining from false speech, lying and deception; speaking only the truth, not intentionally saying things that stray from the truth out of a desire for personal gain;”³¹
- (2) avoidance of speaking sneaky words; “abstaining from malicious speech inciting one person against another; speaking only words that are conciliatory and conductive to harmony;”³²

²⁷D.II.312; M.I.61; M.III.261; Vbh.236. cited in Ibid., p.215.

²⁸AA.I.95; KvuA.34. cited in Ibid., p.75-75.

²⁹Buddhadasa Bhikkhu, **Buddhism with new Generation and Thai Society in the Future**, (Bangkok: Sukkhapabjai Printing, 1982), p.395.

³⁰Phra Rajsuthiyanmongkol (Jaran Thitithammo), **Buddhaloyi: Buddhist Principles and Changes of Life**, (Bangkok: Thurakit Kaona, 1999), p.35.

³¹Phra Brahmagunabhorn (P. A. Payutto), 120th Edition, **A Constitution for Living**, (Bangkok: Sahadhammika Co.,Ltd., 2010), p.18.

³²Ibid.

(3) avoidance of speaking rough or rude words; “abstaining from coarse, vulgar or damaging speech; speaking only words that are polite and pleasant to the ear;”³³

(4) avoidance of speaking rave words; “abstaining from worthless or frivolous speech; speaking only words that are true, reasonable, useful and appropriate to the occasion.”³⁴

The characteristics of Piyavācā can be described as below:

(1) must be a real word when there are important reasons to say it, not be a story made, do not add to the misconception, do not have the deviation from the truth;

(2) must be a word that be polite and gentle, when to say anything it must be sweet words from the inner mind or purify spirit, no rude words, ironic words, and sarcastic words, which are not be beneficial to others but irritated to others;

(3) must be a useful word that is good for both the speaker and the listener. If it is a truth word and with polite, if the speaker already spoke and not be beneficial but be penalized, it should not speak;

(4) must be a word out of the merciful or kindness mind, pure mind and beneficial to listeners to be happy, more prosperity. Even that word is a truth and polite word, if the speaker is angry and jealously which is not purified mind while speaking, it should not worth to talk. Because the word comes out of the frustrated mind and it may cause serious damage;

(5) must be the words that are spoken at suitable time. Even that word is a truth and polite, good and useful with a kind heart, if the speaker speaks not suitable time, it might cause damage and might revile others instead.

Piyavācā can described in terms of Vacī-sucarita³⁵, the righteous speech; he says things that are virtuous; he has good verbal conduct.

3) Atthacariyā³⁶

³³Ibid.

³⁴Ibid.

³⁵Phra Brahmagunabhorn (P. A. Payutto), 120th Edition, **A Constitution for Living**, (Bangkok: Sahadhammika Co.,Ltd., 2010), pp.17.

Attacariya is a useful conduct helpful action; rendering services; life of services; doing good. This includes the voluntary conduct to the community, work with creativity, the efforts to aid others in their activities and in harmony, respect and service among team and community, providing a helping hand to resolve problems and promote morality in order to help and develop the society, helping and influencing the people to have the good belief, good conduct, scarifying and dedicating themselves to the community and wisdom thinking. Voluntarily contribution is by conducting the benefits for others, not limit only ourselves and relatives, but also to other surrounded us in the community. The Most Venerable Prarajsuthiyanmongkol (Jaran Thitithammo) ³⁷ said behaving good things for sociable, not be useless and be patient in doing for sociable is a part of this principle.

4) Samānattatā³⁸

Samānattatā is the equal treatment; equality consisting in impartially manner; participation and behaving oneself properly in all circumstances. It includes the equality and not take the advantage, sharing happiness, participation. The people should behave in a consistent and impartial manner and behave equitably towards everyone, adjusting the behavior to stay with others in the community and get along well with them. Meanwhile, the Most Venerable Prarajsuthiyanmongkol (Jaran Thitithammo) ³⁹ said that Samānattatā is behaving in the right place and time, the right position, the right class. The right place and time mean behaving in the suitable place and time. The right class means that what duty we have, act that duty.

³⁶D.III. 152.232; A.II.32.248; A.IV.218.363. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.143.

³⁷Phra Rajsuthiyanmongkol (Jaran Thitithammo), **Buddhaloyi: Buddhist Principles and Changes of Life**, (Bangkok: Thurakit Kaona, 1999), p.35.

³⁸D.III. 152.232; A.II.32.248; A.IV.218.363. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.143.

³⁹Phra Rajsuthiyanmongkol (Jaran Thitithammo), **Buddhaloyi: Buddhist Principles and Changes of Life**, (Bangkok: Thurakit Kaona, 1999), p.35.

The Most Venerable Phra Brahmagunabhorn (P. A. Payutto) explained the concepts of Saṅgahavatthu that is the Dhamma principle to bring the sharing, cooperative, unity^{40 41 42}, it is the social benefactor that can contribute to social harmony⁴³. There are four practices 1) Dāna means kind heart; giving; generosity; charity. Dāna means sharing, sacrificing for the benefit of others, helping people to cultivate unselfishness, sharing the generosity, giving with kindness, friendship enhancement, giving with compassion, helping to relieve suffering, giving with sympathetic joy, promoting and motivating a good people. In addition, Dāna provides assistance with the four basic necessities, material possessions which including the imparting of knowledge or understanding and learning. 2) Piyavācā means kindly speech; convincing speech, amicable speech. Speaking words that are polite, pleasant to the ear and helpful, sincerity, not rude, aggressive, speaking of what is useful and suitable place and time, speaking good words with respectable, speaking with lovable, speaking with kindness, saying with beneficial things, speaking with compassion; greeting with politely to show hospitality, complimentary and sympathy, giving guidance, motivation, encouragement. 3) Atthacariyā means helpful conduct, useful conduct; rendering services; life of services; doing good. Helping others with physical services, helping with voluntarily, dedicating to help others, helping with kindness; sharing works, giving collaboration with good heart, helping with compassion; leading the weak people to escape from danger, helping with sympathetic joy, supporting and helping to good people and joining the useful activities. This is also included helping to resolve problems and promote morality. 4) Samānattatā means participation, behaving consistently and impartially; behaving

⁴⁰Phra Brahmagunabhorn (P. A. Payutto), **Dictionary of Buddhism**, Pramuantham Version, 31st Edition, (Bangkok: Palitham Printing, 2015), p.143.

⁴¹Phra Brahmagunabhorn (P. A. Payutto), **Dictionary of Buddhism**, Pramuantham Version, 20th Edition, (Bangkok: Sahathammik, 2013), p.412.

⁴²Phra Brahmagunabhorn (P. A. Payutto), **Son Nak – Son Tit, Chewit Phra – Chewit Phut**, (Bangkok: Palitham Printing, 2013), p.66.

⁴³Phra Brahmagunabhorn (P. A. Payutto), 120th Edition, **A Constitution for Living**, (Bangkok: Sahadhammika Co.,Ltd., 2010), p.21.

equitably toward all people, not taking advantage of them; sharing in their happiness and suffering, equal treatment. The personality of being consistent behavior, positive manner, can get along with others, unity and cooperative under same goals or directions, including acknowledging problems and participating in resolving them for the common good.

The Most Venerable Phra Dharmakosajarn (Prayoon Dharmmacitto)⁴⁴ said Piyavācā is a sweet or nice speech. The people can engage other mind by using sweet words or nice speech. Atthacariyā is to act in what be useful for others or public. The social synthesis with both material and moral. Samānattatā is placing yourself with same manner, putting yourself with all people with same behaviors.

2.1.2 Concerned Research Works of Saṅghavattu Four

Cakkawal Sukmaitri⁴⁵ studied the Organizational Culture Based on Sangkhavattu 4. The research found that there are four problem and the problem solving should be implemented according to Sangkhavattu 4 which are 1) Dāna, the people in the organization should have giving and sacrificing behavior, sharing to the group, not have personal interest, give compliments and give the knowledge to others to have skills, clarifying the duties of each other, delegating the jobs, 2) Piyavācā, the people in the organization should have the communication with sweet or nice words in order to create the unity, speak with reasonable place and time, speak with truth and can create trust, 3) Atthacariyā, the people in the organization should act the benefits to the public or others, try to help the activities, and 4) Samānattatā, the people in the organization should have put himself or herself in the right place and right time and right position, behave the equality manner, promote the people in the organization living with happiness and unity with no bias, have the fair treatment and lastly promote the people to distinguish personal and work matters, not to have selective practice.

⁴⁴Phra Dharmakosajarn (Prayoon Dhammacitto), **Buddhist Administrative and Management**, (Bangkok: Mahachulalongkornrajavidyalaya Printing, 1997), pp.72-74.

⁴⁵Jakkawal Sukmaitri, “Organizational Culture Based on Sangkhavattu 4”, **Social Science Journal**, Vol.2 (May-August) (2016): 139-152.

Preecha Tisrod⁴⁶ studied the relation between employee's operation in organization in accordance with Saṅgahavatthu IV and organizational commitment, it found that each element of Saṅgahavatthu IV, the employees reminded of the company in a good way, was proud to work, and desired to stay with the company.

Pannatorn Thienchaipurk⁴⁷ studied the Saṅgahavatthu IV to build the organization commitment and found that Saṅgahavatthu IV was overall related in highest level in Bangkok Hospital. However, the most important elements that affected to the positive organizational commitment are good speech and good sociable, on the other hands good heart and good equality manner are moderately build positive organizational commitment.

Nipaporn Laopromma⁴⁸ studied the Educational Personnel Administration According to the Four Saṅgahavatthu of Administrators of Pariyattidhamma Schools Group 7 Maueng District Khon Kaen Province, the research found that the management strategy consists of Dāna that the organization should support the materials, equipment and tools for equitable work, support the welfare of staff. Moreover, staff have been helped, motivated to work for the organization and satisfied with work in order to get work efficiency. Opening the opportunities for teachers to participate in recruiting and promotion of academic seminars to the

⁴⁶Preecha Tisrod, "The Relation Between Employee's Operation in Organization in Accordance with Saṅgahavatthu IV and Organization Commitment of Employees: A Case Study of Operative Employees True Corporation Public Company Limited", **Master of Arts (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2009), pp.102-107.

⁴⁷Pannatorn Thienchaipurk, "An Application of Saṅgahavatthu IV for Creation of Organization Commitment: A Case Study of Bangkok Hospital", **Master of Arts (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2009), p.99-103.

⁴⁸Nipaporn Laopromma, "Educational Personnel Administration According to the Four Saṅgahavatthu of Administrators of Pariyattidhamma Schools Group 7 Maueng District Khon Kaen Province", **Master of Arts (Educational Administration)**, (Graduate School Mahachulalongkornrajavidyalaya University, 2013), pp.82-89.

teachers are encouraged. Piyavācā, knowing how to manage the personnel by using good speech. Improvement of working to work effectively and flexible according to situation and praise the teachers who have worked good performance must be implemented. The planning policy should be clarified to the new joiner. The organization should open the opportunities for staff to participate in the meeting or in public and show their performance. In addition, should improve the presentation of management's vision. Atthacariyā, management should have time for the staff to work in the workplace. Management should work with fairness, help the staff and their family members and be responsible and willing to help the staff, give the staff motivation. In addition, management should behave the right and appropriate behavior towards the staff in order to build the unity in the organization. Samānattatā, management should behave equally towards the staff, should coordinate with the higher level quickly, should have consistently leadership management style towards their staff, and not selectively practice in order to avoid the internal conflict.

Phra Somsouk Tissavangso (Manodham)⁴⁹ studied the Personnel Educational Administration by Bases on Sympathy IV (Saṅgahavatthu IV) in Secondary Schools Thonburi District, Bangkok. The research found that in terms of Dāna, the most important factors are the management must support to provide the materials enough, give a chance to the staff improves their working procedures and flexible according to the situational changes, and promote the welfare budget. While the point needed to be improved is to give the motivation and encouragement to the staff. Piyavācā, the research found that management must use the word polite, should not say haphazardly or insult the subordinate. Moreover, the management must praise or give compliments to who have been successful in their work. Management does not speak false, sneaky, rude and absurdly. Atthacariyā, research found that management should send the staff for the specialized training such as computer skill, management is satisfied when subordinates provide helping hand and

⁴⁹Phra Somsouk Tissavangso (Manodham), "The Personnel Educational Administration by Bases on Sympathy IV (Saṅgahavatthu IV) in Secondary Schools Thonburi District Bangkok", **Master of Arts (Educational Administration)**, (Graduate School Mahachulalongkornrajavidyalaya University, 2011), pp.80-83.

management provides assistant to the funeral or cremation ceremony of subordinates. Samānattatā, the research found that management must show friendly to the subordinates, not show power or high position towards their subordinates, management presents their personnel in the appropriate place and appropriate time and management behaves appropriately on his or her position.

Pornkamol Chunukulpong⁵⁰ studied the Public Services of the Central Juvenile Family Court in Accordance with the Four Saṅgahavatthu. Saṅgahavatthu Four is the Dhamma principle to support the sociable, it is a principle that creates peace and harmony, support each other parties and make a relationship and interaction with kindness and love in the sociable. There composes of four elements 1) Dāna, giving and sharing 2) Piyavācā, expressing and communicating with good words and benefiting to others and to the public 3) Atthacariyā, initiating useful benefits to the public, having a good relationship between each other, working well together under their responsibilities including assisting and taking care and supportive each other to achieve objectives and success of the work, 4) Samānattatā, behaving consistently, not selecting to behave, knowing how to behave under the certain circumstances, suitable time and designated duties, lastly sharing happiness between colleagues, supervisors and organizations.

Phra AthikarnPanithi Adhipunyo (Kaewbuddee)⁵¹ studied the Satisfaction of People towards the Saṅgahavatthu-based service of Nongphailom Sub-district Administrative Organization, Nongsonghong District, Khonkaen Province. The research found that the service improvement of Nongphailom Sub-district

⁵⁰Pornkamol Chunukulpong, “The Public Services of the Central Juvenile Family Court in Accordance with the Four Saṅgahavatthu-s”, **Master of Arts (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2011), p.35.

⁵¹Phra AthikarnPanithi Adhipunyo (Kaewbuddee), “The Satisfaction of People towards the Saṅgahavatthu-based service of Nongphailom Sub-district Administrative Organization, Nongsonghong District, Khonkaen Province”, **Master of Arts (Public Administration)**, (Graduate School, Machchulalongkornrajavidyalaya University, 2013), pp.98-100.

Administrative Organization, Nongsonghong District, Khonkaen Province should be done in many aspects. The administrators and the officers should be more active and motivated regarding with service by applying the Saṅgahavatthu. Supporting Dhamma principle in the administrative organization, the administrators are in particular do as an example. Motivating the officers participate and concentrate on helping people with willingness. Keeping improving their service more effective and the training involving ethics needs to be conducted for service flexibility including emphasizing the service methods which can lead to the service users' satisfaction and the officers in return with impressiveness provision whilst they are serving people. Conclusion of using Saṅgahavatthu Four, the officers must sacrifice, share knowledge and help the people who are using the services. The practice of registration officers provides services with good speech to the people who are using the services. The officers do not sit by and not take any actions to the people who need help. The registration officers behave towards people who come to contact the government in a fair and equitable treatment in order to let the people not feel uncomfortable, the officer is willing to help.

Phra Decha Kittiko (Chottharadham)⁵² studied Personnel Administration under the 4 Saṅgahavattus of Thampirak School Bangplad Distric, Bangkok. The research found that Dāna aspect, the management provides the in-house training or public training to the staff in order to let the staff develop their potentialities and have the progress on development and promotion. Besides that, the management should monitor, follow up and evaluate the staff's performance with systematically and finally the management should provide sufficient equipment and tools for working. Piyavācā aspect, the management should provide a kind speech, give the compliments and motivation to the subordinates, introduce the useful and beneficial recommendations to the staff in order to build the unity. Atthacariyā aspect, the management should behave fair and equitable treatment towards all subordinates, be

⁵²Phra Decha Kittiko (Chottharadham), "Personnel Administration under the 4 Saṅgahavattus of Thampirak School Bangplad Distric, Bangkok", **Master of Arts (Educational Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2013), pp.106-109.

willing to help the subordinates when they face the problems such as give recommendations, give advice and coach the staff for working. Samānattatā aspect, the management is friendly with the subordinates, arrogant to the subordinates. In addition, the management intends to have regularly self-development and other's development with equitability. The management should have a good personality, warm welcome, easy to adapt himself to others.

Piyabutr Rakwong⁵³ studied College Administrators' Leadership under the Saṅgahavatthus IV in Saraburi College of Professional Education, Mueang District, Saraburi Province. The research found that 1) in the aspect of giving (Dāna), the management should give a good chance for the personnel who lack of knowledge and experience to work, the management should teach or guide them as per the case maybe (Dhammadāna). The management should generosity and share the four basic needs such as food, housing, medicines, clothes (Amisdāna). The management should give the chance for improvement and correct the mistakes of the staff with flexible in the situation (Apaiyadāna). 2) In the aspect of kindly speech (Piyavācā), the management should speak the words which are useful and reasonable and at the right time, they should always sincerely and pleasantly praise or admire the personnel who is successful in working. 3) In the aspect of the useful conduct (Atthacariyā), the management should help to solve the occurring problems intentionally and enthusiastically. The management should be pleased to help the personnel equally. 4) In the aspect of even and equal treatment (Samānattatā), the administrators should pay their consistent conduct to every personnel. The administrators should adjust themselves nicely to somebody else and keep familiarity, they should go on the good conduct that is suitable for the role of leadership.

⁵³Piyabutr Rakwong, "A Study of the College Administrators' Leadership under the Saṅgahavatthus IV in Saraburi College of Professional Education Mueang District Saraburi Province", **Master of Arts (Educational Administration)**, (Graduate School Mahachulalongkornrajavidyalaya University, 2013), p.Abstract.

Pornsawan Rodklai⁵⁴ studied that Saṅgahavatthu IV is the principle for unity and harmony in a group of people, a practice to make the other people love and that make ourselves and group to be prosperity. Having a love of harmony is the principle of human relationship with other. This principle means the behavior of knowing to give things to others, sacrificing and expressing the happiness of others, having good words as the case maybe, having a good behavior that be benefits to the public and being a consistent and equality behavior.

Pachabodee Yeamsoonthorn⁵⁵ studied Promoting Strategies for Electronic Industrial Employees' Commitment According to Sangahadhamma, the results of the research were concluded that there are 3 strategies called Eow3's. First strategy is to promote commitment between the organization and work (Eows'S): Giving, organization should improve infrastructure regularly and should arrange adequate materials, equipment, tools and place to perform duties; Speech, arrange accurate and clear publicizing system throughout the organization; Behaving Appropriately, arrange and promote programs to create efficiency in performance and create standard performance suiting with the organization; Even and Equal Treatment, clearly manage types of duty and organization, non-discrimination and listen to the problems existing in the process. Second strategy: strategies to promote commitment between the organization and staff (Eo2'S): Giving, organization should have policy in giving knowledge; Speech, having the correct and clear communication system, rules and regulations, policy, goals; Behaving Appropriately, providing the wages, salaries, benefits appropriately and include good quality of life; Even and Equal Treatment, being neutral and supervisors should have leadership skill and manager should be respectful. Third strategy: strategies to promote the commitment between people and

⁵⁴Pornsawan Rodklai, "The Opinion of Teachers towards an Academic Administration Based on the Principle of Saṅgahavatthu IV in Extended Schools Nonthaburi Primary Educational Service Area Office I", **Master of Arts (Educational Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2014), pp.57, 64.

⁵⁵Pachabodee Yeamsoonthorn, "Promoting Strategies for Electronic Industrial Employees' Commitment according to Sangahadhamma", **Liberal Arts Review**, Year 9, Iss:17 January – June, 2014, 83-95.

the task (Ew3'S): Giving, having understanding infrastructure to gain expertise; Speech, having publicizing system to public good and suitable types of duty as well as making work instruction handbook correctly; Behaving Appropriately, assigning duties accordance with the person's knowledge and ability; Even and Equal Treatment, helping, encouraging, and motivating employees on a regular basis including good management with quality, fair, and no bias. Employee and work engagement, it found that the organization should assign and delegate the responsibility to be suitable with personality of employee, support and give opportunity to employee in order to the employees develop themselves to grow up. The employee can use their potentialities to reach the organization's objectives and success that it the effective commitment.

Thip Khankaew⁵⁶, there are four elements; being generous that behaving to sacrifice, helping, and supporting with four basic needs including the knowledge; softness and supple, to treat equally and impartially behavior; understanding others and not damage others' happiness, not be selfish, be kindness, behaving with smile and be familiar with others, put the right position and right time; behaving with relatives, acting consistency and equality manner, not taking the advantages, sharing the problems and suffering from others, helping the social and community that be benefit to others.

From review the literature, it can be concluded that Saṅgahavatthu Four is the principle for coordinating people to the social relationship and social development. The employees must have the giving, sharing, cooperative, have a nice words or good speech towards each other, to be unity in the community and can get along well in the organization, as well as, behaving the consistent and impartial manner in the organization which can be summarized and illustrated as below Figure 2.1.

⁵⁶Thip Khankaew, "The Process Strengthening Responsible Behaviors toward the Organization Based on Buddhist Psychology of the Staffs of Mahachulalongkornrajavidyalaya University", **Degree of Philosophy (Buddhist Psychology)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2016), pp.189-190.

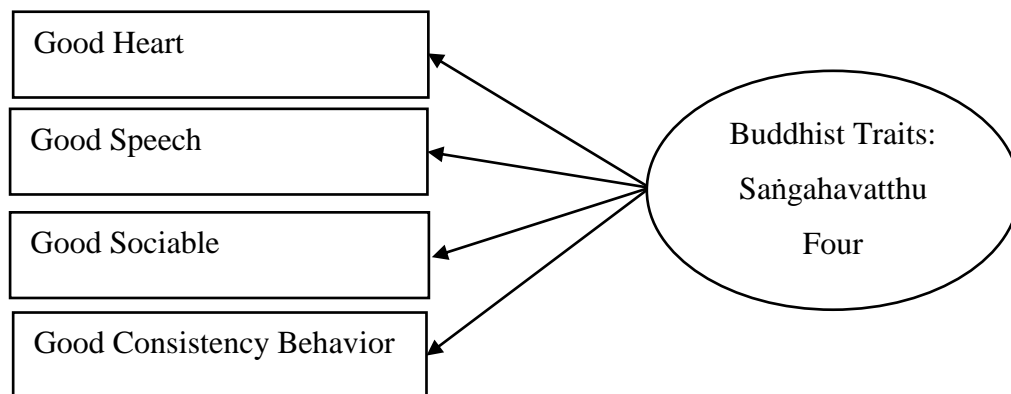


Figure 2.1: Indicators of Buddhist Traits based on Saṅgahavatthu Four

2.2 Concept and Concerned Research Works of Big Five Personality Traits

2.2.1 Definition of Personality Traits

In an organization, the employees must work together with various people. It is very necessary to learn each other, learn the individual differences⁵⁷ that are the personal attributes varies from every person, it can learn from personality traits. The personality traits is one of the important dimensions that determine the interactions with individuals in the organization. It is in a branch of personality psychology which is one of the largest and most popular branch of psychology. Psychologists try to understand how personality develops as well as how it influences the way that person think and behave. The personality varies among individuals as well as how people are similar in terms of personality.

Personality traits is the individual characteristics that showing the difference actions in the difference situation, it is an individual is unique⁵⁸, every person has his own set of traits and behavior patterns that interaction with the surroundings or environment. There are many researchers defines the definition of

⁵⁷Ricky W. Griffin & Gregory Moorhead, **Organizational Behavior: Managing People and Organizations**, (USA: South-Western Cengage Learning, 2014), p.66.

⁵⁸M.R.Shaikh, **Industrial Psychology**, (India: Vrinda Publications (P) Ltd., 2006), p.95.

personality traits. Below Figure 2.2 shows the identification of personality traits and self-concept and form of self-expression which are attitudes, abilities, and emotions. The personality traits are how you appear to others, while self-concept is how you view yourself.

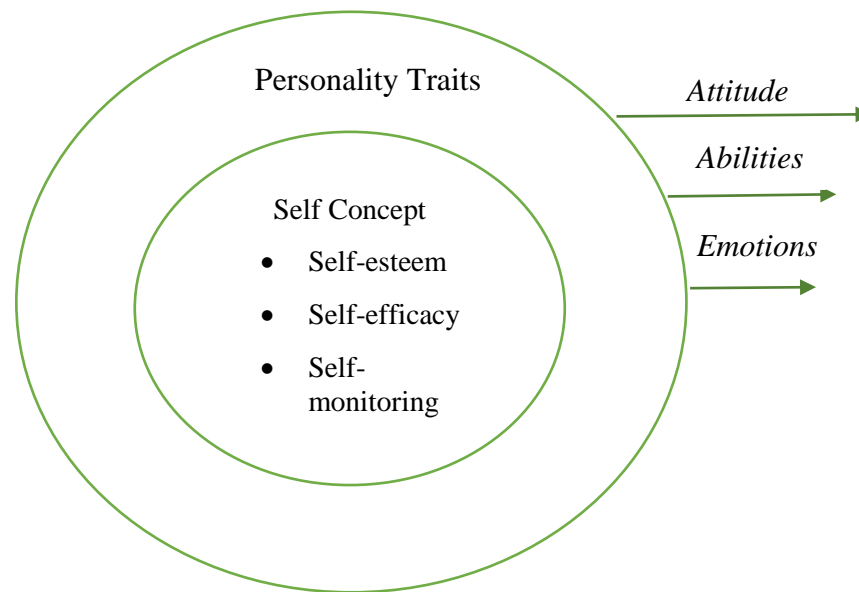


Figure 2.2: A Conceptual Model for the Study of Individual Differences in Organizational Behavior⁵⁹

Source: Robert Kreitner & Angelo Kinicki (2001), *Organizational Behavior*

There are many psychologists and researchers gave the definitions of personality.

Raymond Cattell⁶⁰ defined the personality is the individual actions that one person does in one situation.

Gordon Allport⁶¹ defined that personality is the integration traits of individual uniqueness which composes of physical attributes and intellectual. These

⁵⁹Robert Kreitner & Angelo Kinicki, **Organizational Behavior**, 5th Edition, (USA: McGraw-Hill, 2001), p.137.

⁶⁰Raymond Cattell cited in Barbara Engler, **Personality Theories**, 9th Edition, (USA: Cengage Learning, 2014), pp.259.

⁶¹Gordon Allport cited in Chonlada Taweekoon, **Personality Development Techniques**, 2nd Edition, (Bangkok: Odian Store Printing, 2013), p.6.

two elements determine the behavior and adjust the behavior towards living environments that different people have the different styles.

Costa and McCrae⁶² defined the personality traits are “the different of individual that behave in terms of thinking, feeling and acting with stable”.

Dennis Coon & John O. Mitterer⁶³ defined the personality is a person’s unique long-term pattern of thinking, emotions, and behaviors. Personality traits are a stable enduring quality that a person shows in most situations, interred from behavior, once identified, they can be used to predict further behavior, its consistencies can spam many years.

Andrzej A. Huczynski & David A. Buchanan⁶⁴ defined the personality traits is any enduring behavior that occurs in a variety of setting. Traits belong to individual that behave in a particular way.

John M. Ivancevich⁶⁵ defined the personality is “the characteristic way a person thinks and behaves in adjusting to his or her environment.” The personality is included traits, values, votives, genetic, attitudes, emotion, abilities, self-image and intelligence.

Laurie J. Mullins⁶⁶ defined the personality is the consistent characteristics that one person behaves in a particular situation such as conscientiousness, self-control.

⁶²Paul T. Costa, Jr., and Robert R. McCrae, “The Five-Factor Model of Personality and Its Relevance to Personality Disorders”, **Journal of Personality Disorders**, Vol.6(4) (1992): 344.

⁶³Dennis Coon & John O. Mitterer, **Introduction to Psychology: Active Learning Through Modules**, 12th Edition, (USA: Cengage Learning, 2012), p.460.

⁶⁴Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson, 2013), p.191.

⁶⁵John M. Ivancevich, **Human Resource Management**, 10th Edition, (Singapore: McGraw Hill, 2007), p.57.

⁶⁶Laurie J. Mullins, **Essentials of Organizational Behavior**, 3rd Edition, (England: Prentice Hall, 2011), p.80.

Randy Larsen & David M. Buss⁶⁷ defined the personality is “the set of psychological traits and mechanisms within the individual they are organized and relatively enduring and that influence his or her interactions with, and adaptations to, the intrapsychic, physical, and social environments.”

Robert Kreitner & Angelo Kinicki⁶⁸ defined the personality is the combination of stable physical and mental traits that give the individual his or her identity. The individuals have their own way of thinking and acting, their own unique style. These traits include how one looks, thinks, acts and feels that are the product of interacting genetic and environment influences.

Robert S. Feldman⁶⁹ defined the personality is “the pattern of enduring characteristics that produce consistency and individually in a given person.”

Ricky W. Griffin & Gregory Moorhead⁷⁰ defined the personality is “the relatively stable set of psychological attributes that distinguish one person from another.”

Sriruen Kaewkangwan⁷¹ defined the personality is the uniqueness of individual both introverts and extroverts. The personality of a person is molded from the genetic, cultural, and personality traits of the individual. It is not fixed and always changed based on learning, social environment and living culture. A person's personality has some parts being universal nature of all human beings and some parts being exclusive or uniqueness of individual. The extroverts is physical attributes i.e.

⁶⁷Randy Larsen & David M. Buss, **Personality Psychology**, 6th Edition, (USA: McGRAW-Hill Education, 2018), p.4.

⁶⁸Robert Kreitner & Angelo Kinicki, **Organizational Behavior**, 5th Edition, (USA: McGraw-Hill, 2001), p.147.

⁶⁹Robert S. Feldman, **Understanding Psychology**, 13th Edition, (USA: McGRAW-Hill Education, 2018), p.419.

⁷⁰Ricky W. Griffin & Gregory Moorhead, **Organizational Behavior: Managing People and Organizations**, (USA: South-Western Cengage Learning, 2014), p.66.

⁷¹Sriruen Kaewkangwan, **Personality Traits Psychology Theory (Know Me, Know You)**, (Bangkok: Mor Chow Ban Printing, 2008), pp.7-8.

body, face, manner, clothes and extroverts is inside that difficult to see but knowing by assumptions i.e. intellectual, skills, individual emotions, value, interests.

Susan Nolen-Hoeksema et.al.,⁷² defined the personality trait is “the distinctive and characteristics patterns of thought, emotion and behavior that make up an individual’s personal style of interacting with the physical and social environment”.

Wician Withaya-udom⁷³ describes the well-known personalities such as aggressive, obedient, loyalty, ambitious. These types became the personality traits when it is a long-lasting characteristic and describes the behavior of the person. If the characteristics are consistency and occur frequently in a variety of situations. The importance of such characteristics can explain the behavior of individual.

Ratnatee Virojrid⁷⁴ defined that personality is the habit of everything that is composed of a person, which can be seen from the outside, including the appearance, manner, etiquette, and internal characteristics such as intelligence, aptitude, identity. A person's unique emotion or feeling is expressed in a behavioral pattern that can be observed. Each person has a different personality including adaptation of people to the environment around them.

Prapaipan Sripan⁷⁵ defined the personality is everything that is embodied in the person's external appearance, such as appearance, manner, speech, body and inner

⁷²Susan Nolen-Hoeksema, Barbara L. Fredrickson, Geoffrey R. Loftus and Christel Lutz, **Atkinson & Hilgard’s Introduction to Psychology**, 16th Edition, (USA: Cengage Learning, 2014), p.437.

⁷³Wician Withaya-udom, **Organizational Behavior**, (Bangkok: Thanathat Printing Co.,Ltd, 2013), pp.2-7.

⁷⁴Ratnatee Virojrid, “Development of Causal Model for Love-Based Happiness in Buddhist Psychology”, **Doctor of Philosophy (Buddhist Psychology)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2016), p.73.

⁷⁵Prapaipan Sripan, “Relation between Big Five Personality and Operational Effectiveness of Retail Credit and Collection Department of Tisco Bank Public Company Limited”, **Master of Business Administration**, (Srinakharinwirot University, 2012), p.13.

appearance, such as intellectual, emotion, and feeling. This is expressed in the form of behavior.

Sarunlaphat Chankeaw⁷⁶ defined the personality is all the habits that make up, it can be seen from outside characteristics such as appearance, behavior, dress, speaking style, and inside characteristics such as intelligence, aptitude, emotion, and collective feeling. A person's unique pattern is expressed in terms of observable behavior which makes each person having different personality.

The personality traits is defined the uniqueness of behavior that individual person behave in one situation under his or her environment for the specific outcome, different behavior acting in the different situations or environment.

2.2.2 Concept and Theory of Big Five Personality Traits

There are many theorists and psychologists studied and developed the Big Five Personality Traits, such as Fiske, Norman, Borgatta, Digman, Costa and McCrae, Goldberg⁷⁷, each of whom is named differently of Big Five Personality Traits factors but it has similar meaning and characteristic which be illustrated in Table 2.1. The most effective of Big Five Personality Traits belongs to Paul Costa and Robert McCrae⁷⁸ that suitable and cover the traits and personality study⁷⁹ and well-known personality psychology theory in today. The current study of personality, Big Five Personality Factors or Five-Factor Model or sometimes is called in abbreviation of

⁷⁶Sarunlaphat Chankeaw, “Big Five Personality and Work Motivation Predicting Effective Work of Civil Engineers”, **Master of Arts, Industrial and Organizational Psychology**, (Graduate School, King Mongkut's University of Technology North Bangkok, ,2015), p.12.

⁷⁷Goldberg (1990) cited in Mongkol Udomchaipatanakit, “Life Skills, Five Factor Model, and Organization Climate Affecting the Quality Development Involvement of Private Company Employees in Bangkok”, **Master of Business Administration**, (Graduate School, Bangkok University, 2015), p.20-21.

⁷⁸Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.195.

⁷⁹Chuchai Smithikrai, **Industrial and Organizational Psychology**, 2nd Edition, (Bangkok: Chulalongkorn University Press, 2011), pp.107-108.

OCEAN. Big Five Personality Traits are still the most and widely accepted framework for personality traits. They are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism.

Table 2.1: Different Names of Big Five Personality Traits

Traits	Fiske (1949)	Norman (1963)	Borgatta (1964)	Costa & MacCare (1985)	Digman (1990)	Goldberg (1990)
Openness to Experience	inquiring intellect	culture	intelligence	openness to experience	Intellect	intellect
Conscientious -ness	will to achieve	conscientious- ness	responsibility	conscientious- ness	will to achieve	conscientious -ness
Extraversion	social adaptability	surgency	assertiveness	extraversion	extraversion	extraversion
Agreeableness	conformity	agreeableness	likeability	agreeableness	friendly compliance	agreeableness
Neuroticism	emotional control	emotionality	emotionality	neuroticism	neuroticism	emotional stability

Source: Carver & Scheier (2004)⁸⁰ and Goldberg (1990)⁸¹

Costa & McCrae⁸² had been tested Big Five Personality Traits Theory in the context of various cultures, used of measurement tools translated into the language of each country whether it can still be used and described personality in other cultures or not. Testment were made in 7 cultures: America, Germany, Portugal, Hebrew, China, Korea and Japan for the sample of total 7,134 people. The data analysis found that it was consistent in each culture. There was little difference in each element, but overall there was consistency in every culture. It indicated that Big Five Personality

⁸⁰Carver, C.S. & Scheier, M.F., **Perspectives on Personality**, 5th Edition, (Boston: Pearson Education, 2004), p.61.

⁸¹Goldberg (1990) cited in Mongkol Udomchaipatanakit, "Life Skills, Five Factor Model, and Organization Climate Affecting the Quality Development Involvement of Private Company Employees in Bangkok", **Master of Business Administration**, (Graduate School, Bangkok University, 2015), pp.20-21.

⁸²Costa, P. T. & McCrae, R.R., "Personality Trait as a Human Universal". **American Psychologist**, Vol. 5 (1997): 509-516.

Traits is used to describe the personality of people around the world and be applied in many cultures.

Big Five Personality Traits Theory is classified into 6 facets in each trait, it shows in below Table 2.2 and Table 2.3. The facets are the fragment of the behavior that everyone has in one trait.

Table 2.2: Factors and Facets of Big Five Personality Traits of Costa & McCrae⁸³

Factor	Facets
Openness to Experience (O)	Fantasy, Aesthetics, Feelings, Actions, Ideas, Values
Conscientiousness (C)	Competence, Orders, Dutifulness, Achievement Striving, Self-discipline, Deliberation
Extraversion (E)	Warmth, Gregariousness, Assertiveness, Activity, Excitement-Seeking, Positive Emotion
Agreeableness (A)	Trust, Straightforwardness, Altruism, Compliance, Modesty, Tender-mindedness
Neuroticism (N)	Anxiety, Angry Hostility, Depression, Self-consciousness, Impulsiveness, Vulnerability

Source: Costa & McCrae (2007)

⁸³McCrae, R. R., & Costa, P.T. Jr, Brief Version of the NEO-PI-3 (Electronic Version). **Journal of Individual Differences**, 28 (2007): 116-128.

Table 2.3: Personality Dimension of Big Five Personality Traits Adapted from M R Barrick and M K Mount⁸⁴

Personality Dimension	Characteristics of a Person Scoring Positively on the Dimension
Extraversion	outgoing, talkative, sociable, assertive
Agreeableness	trusting, good natured, cooperative, soft hearted
Conscientiousness	dependable, responsible, achievement oriented, persistent
Emotional stability	relaxed, secure, unworried
Openness to experience	intellectual, imaginative, curious, broad minded

Source: M R Barrick and M K Mount (1993)

Moreover, the individual trait of Big Five Personality Traits has either positive or negative aspects which can be illustrated below Table 2.4.

⁸⁴M R Barrick and M K Mount, “Autonomy as a Moderator of the Relationships between the Big Five Personality Dimensions and Job Performance,” **Journal of Applied Psychology**, February (1993): 111-118.

Table 2.4: Big Five Personality Traits Clusters of Costa and McCrae

High	←	→	Low
Explorer (O+)	Openness	Preserver (O-)	
creative, curious, open-minded, intellectual	rigidity of beliefs and range of interests	conventional, unimaginative, narrow-minded	
focus (C+)	Conscientiousness	flexible (C-)	
organized, self-disciplined, achievement-oriented	Desire to impose order and precision	disorganized, careless, frivolous, irresponsible	
extravert (E+)	Extraversion	introvert (E-)	
outgoing, sociable, talkative, assertive	Level of comfort with relationships	reserved, quiet, introverted	
adaptor (A+)	Agreeableness	challenger (A-)	
good-natured, trusting, compliant, soft-hearted	the ability to get along with others	rude, quarrelsome, uncaring, irritable, uncooperative	
reactive (N+)	Neuroticism	resilient (N-)	
anxious, depressed, self-conscious	tendency to maintain a balanced emotional state	calm, contented, self-assured	

Source: Andrzej A. Huczynski & David A. Buchanan, *Organizational Behavior*⁸⁵

The definitions of Big Five Personality Traits⁸⁶.

Open to Experience is trait for people who likes to learn new things and enjoy new experiences including imaginative.

⁸⁵Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.195.

⁸⁶Wanida Poldej, **Organization Behavior and Strategic Human Resource Management**, (Bangkok: Happy Print, 2017), pp.23-23.

Conscientiousness is traits for people who has a high degree of self-discipline, direction to be goal-oriented, intention to work till successful.

Extraversion is traits for people who interact with others, be talkative, building connection.

Agreeableness is traits for people who has cooperative and compassionate and believes that other peoples help them in return, be friendly and ease to adjust, emphasizing on teamwork and sympathetic.

Neuroticism is traits for people who bases on one's emotional stability, no reasonable and cannot control his emotion.

From above definitions, it summarizes that Big Five Personality Traits are the traits that describe the majority traits of individual person. It is well-known theory that measures several kinds of performance such as the individual performance, team performance, job design, organizational citizenship, employee engagement. Big Five also measures across many different occupational groups, different cultures.

2.2.3 Concerned Research Works of Big Five Personality Traits

There are many researches study Big Five Personality Traits.

Chuchai Smithikrai⁸⁷ studied the Personality Traits Predicting Counterproductive Work Behavior, it found that all of five personality traits were significantly related to counterproductive work behavior. The agreeableness, conscientiousness, openness to experience, and extraversion were negatively related to counterproductive work behavior while neuroticism positively related to counterproductive work behavior. The three facets of personality traits that jointly predicted counterproductive work behavior were agreeableness, conscientiousness, and openness to experience. It interpreted that persons with high levels of agreeableness, conscientiousness, and openness to experience showed a lower level of counterproductive work behavior than those with low levels of these traits.

⁸⁷Chuchai Smithikrai, "Personality Traits Predicting Counterproductive Work Behavior", **Songklanakarin Journal of Social Sciences & Humanities**, Vol.14 (4) (2009): 513-520.

Kunchana Chouynuu⁸⁸ studied the Causal Model of Team Based Performance the Mediating Effects of Five Factor Personality via Teamwork Knowledge, Traits Procrastination, and Their Interaction, it found that the person who has the personality traits of conscientiousness, agreeableness, openness to experience tends to have low procrastination traits, while those who are neuroticism personality tends to have high procrastination traits.

Murray R. Barrick, Michael K. Mount and Timothy A. Judge⁸⁹ studied Personality and Performance at the Beginning of the New Millennium and found that one of the personality traits of Five Factor Model (Big Five Personality Traits) and job performance, the conscientiousness was the strongest predictor of job performance for overall occupations. The persons who has the conscientiousness shows a strong sense of purpose, obligation, and persistence generally perform better than the person who do not have. Meanwhile, extraversion, openness to experience and agreeableness did not predict overall work performance. Emotional stability was related to specific performance and not cover overall occupations.

Nipaporn Puangmee⁹⁰ studies the level of Big Five Personality Traits related to Perceived Organizational Culture. The findings showed that Agreeableness, Extroversion and Conscientiousness were high whereas Openness to Experience was moderate and Neuroticism was low. In addition, Openness to Experience was positively related with Long Term Orientation while negatively related with

⁸⁸Kunchana Chouynuu, "The Causal Model of Team Based Performance the Mediating Effects of Five Factor Personality via Teamwork Knowledge, Traits Procrastination, and Their Interaction", **Master of Arts (Industrial and Organizational Psychology)**, (Faculty of Psychology, Chulalongkorn University, 2009), p.118.

⁸⁹Murray R. Barrick and Michael K. Mount and Timothy A. Judge, "Personality and Performance at the Beginning of the New Millennium: What Do We Know and Where Do We Go Next?", **International Journal of Selection and Assessment**, Vol.9, No.1/2 (2011): 9-30.

⁹⁰Nipaporn Puangmee, "Big Five Factor, Perceived Organizational Culture of Nurse in the University Hospital", **Master of Arts (Industrial and Organizational Psychology)**, (Faculty of Liberal Arts, Thammasat University, 2011), p.Abstract.

Uncertainty Avoidance. Conscientiousness was positively related to Long Term Orientation but negatively related with Power Distance. Extraversion was negatively with Power Distance and Uncertainty Avoidance. Agreeableness was positively related with Long Term Orientation but negatively related with Power Distance, Individualism and Masculinity. Neuroticism was only dimension positively related with Uncertainty Avoidance and not found in others.

Nayyar Raza Zaidi et.al.⁹¹ studied Big Five Personality Traits and relationship of job engagement in private university, found that the extraversion was positively impact to work engagement by having naturally cheerfulness, sociability and high activity. Agreeableness was modestly positively correlated with work engagement by being helpful, being trust, being like to cooperate with others and having a forgiving nature. Conscientiousness was moderately correlated with work engagement by having task performance, active learning, particularly for employees with high conscientiousness, focusing on goal oriented. Neuroticism was negatively correlated to work engagement, the employees tends to be moody, get nervous easily, depressed, tense, and worry a lot. Openness to Experience was positively correlated with work engagement by having innovative and creative, sophisticated in art, music, or literature, the employees do not only work more but they work differently.

Joanna Moutafi, Adrian Furnham and John Crump⁹² studied Big Five Personality Traits and management levels. It was found that Conscientiousness was positively related to management level. The characteristics of conscientiousness of who be promoted to be management was described capable, dependable, reliable, ambitious, hard-working, well-organized. Extraversion also positively related to management level. The characteristics of extraversion who be promoted to be management was described outgoing, socialization. On the other hand, Neuroticism

⁹¹Nayyar Raza Zaidi et.al., "The Big Five Personality Traits and Their Relationship with Work Engagement among Public Sector University Teachers of Lahore", **African Journal of Business Management**, Vol.7 (15) (2013): 1344-1353.

⁹²Joanna Moutafi, Adrian Furnham and John Crump (2007) cited in Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), pp.196-197.

was negatively related to management level if the managers show nervous, anxious, stress, unhappy.

Lucy McGee⁹³ informed that it was very important to select the employees who are more likely to become engaged employee. The studies shown that there were six personality traits that can identify the employee engagement 1) adaptability, having the openness to get the new experiences, new ideas and accepting for changes, 2) passion to work, keeping the positive thinking at all time whether being stress or discourage, 3) emotional maturity, having emotional control, 4) positive disposition, having the enthusiasm to help and support others and having unity or teamwork, 5) self-efficacy, being confidence in their abilities, 6) achievement orientation, having desire to be success.

Faiza Amir et.al.⁹⁴ studied the Measuring the Effect of Five Factor Model of Personality on Team Performance with Moderating Role of Employee Engagement. This research studied the five factors model of personality traits that applied to private sector employees of Pakistan, and found the impact on team performance. The results found that Agreeableness and Openness to Experience have a positive relationship with team performance which accordance with previous researcher's results, while Neuroticism has a negative relationship with team performance. The relationship between Conscientiousness, Extroversion and team performance is insignificant. Employee Engagement moderates the relationship between Extraversion, Agreeableness, and Openness to experience, Conscientiousness and team performance. While Employee Engagement has no moderating effect on the relationship between Neuroticism and team performance. Therefore, organizations should strive to enhance the level of engagement of their employees and should encourage personality of employees with agreeableness and openness to experience traits to work in teams so as to improve the overall performance of teams.

⁹³Lucy McGee (2006) cited in Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.310.

⁹⁴Faiza Amir et.al., "Measuring the Effect of Five Factor Model of Personality on Team Performance with Moderating Role of Employee Engagement", **Journal of Psychology and Behavioral Science**, June, Vol. 2, No. 2 (2014): 221-255.

Bakker & Bal had been explored the association between Big Five personality traits and work engagement, the employees who engaged in their work, can perform well in their designated job⁹⁵.

Noraini binti Rusbadrol et.al.,⁹⁶ examined the association between personality traits and job performance among Malaysian public secondary school teachers. This study focused on Big Five personality traits and its findings showed that there was a positive association between Openness to Experience and Agreeableness and job performance. The study indicated that Agreeableness was the most dominant personality trait among teachers. On the contrary, there was a negative association between Neuroticism and job performance. This finding was in contrast with a study done by Andreas (2012) who found trait of Conscientiousness as the strongest predictor of job performance. It explained that individuals who are persistent, dependable, organized, and goal directed tend to be higher performers, specifically in the occupation of sales. This suggested that Conscientiousness gives greater emphasis in respect to job performance in the context of sales, but not in teaching profession as referred to findings.

Sarunlaphat Chankeaw⁹⁷ studied Big Five Personality and Work Motivation Predicting Effective Work of Civil Engineers. The results of this research indicated that, 1) the level of Agreeableness, Conscientiousness, Openness to Experience, work

⁹⁵Bakker & Bal (2010) cited in Noraini binti Rusbadrol et.al., “Association between Personality Traits and Job Performance among Secondary School Teachers Association between Personality Traits and Job Performance among Secondary School Teachers”, **International Academic Research Journal of Social Science**, 2 (2015): 1-6.

⁹⁶Noraini binti Rusbadrol et.al., “Association between Personality Traits and Job Performance among Secondary School Teachers Association between Personality Traits and Job Performance among Secondary School Teachers”, **International Academic Research Journal of Social Science**, (2015): 1-6.

⁹⁷Sarunlaphat Chankeaw, “Big Five Personality and Work Motivation Predicting Industrial and Organizational Psychology, Effective Work of Civil Engineers”, **Master of Arts (Industrial and Organizational Psychology)**, (Graduate School, King Mongkut's University of Technology North Bangkok, ,2015), p.Abstract.

motivation and effective work of civil engineers were high. The level of Extraversion and Neuroticism of civil engineers are moderate. 2) Conscientiousness, Agreeableness and Openness to Experience positively correlated with effective work of civil engineers but Extraversion and Neuroticism did not correlate with effective work of civil engineers. 3) Two predictors of work motivation and Conscientiousness together could predict 14.8 percent of the effective work of civil engineers.

Mongkol Udomchaipatanakit⁹⁸ studied Life Skills, Five Factor Model, and Organization Climate Affecting the Quality Development Involvement of Private Company Employees in Bangkok. The research findings shown that Neuroticism was moderately related to the Quality Development Involvement, while Extraversion and Openness to Experience, Agreeableness and Conscientiousness were highly related to the Quality Development Involvement.

Ariya Hengthaveesapsiri⁹⁹ studied Organizational Commitment, Big Five Personality and Joy at Work of Nurses with Organizational Citizenship Behavior as a Mediating Variable: a Case Study of a Government University Hospital, nurses have a agreeableness trait with highest value. Nurses with this personality is a trend to be social need rather than personal need, and accept the norms of the group rather than personal norms. This group of nurses consider being harmony very important. Conscientiousness traits is the second highest value but still in high level as well. Nurses with this personality traits demonstrate self-control that can aim to the personal objectives and career objectives. This indicates that these personality traits have the positive behaviors that promote happy workplace and organizational citizenship. The staff has personality traits of agreeableness and conscientiousness,

⁹⁸Mongkol Udomchaipatanakit, "Life Skills, Five Factor Model, and Organization Climate Affecting the Quality Development Involvement of Private Company Employees in Bangkok", **Master of Business Administration**, (Graduate School, Bangkok University, 2015), pp.97-98.

⁹⁹Ariya Hengthaveesapsiri, "Organizational Commitment, Big Five Personality and Joy at Work of Nurses with Organizational Citizenship Behavior as a Mediating Variable: a Case Study of a Government University Hospital", **Master Degree of Arts (Industrial and Organizational Psychology)**, (Thammasat university, 2015), pp.187-189.

their mental level is high because the organization has created the core competencies for them. And the main strategy that organization has the effective communication and build the social responsibility. Nurses with high conscientiousness are those with systematic management, adherence to the organization, having standard, having the behavior with motivating factor to meet the objective and direction, having trustworthiness, work hard, dedication, perseverance.

Safaa Shaban¹⁰⁰ studied the Big Five Personality Traits and employee engaged. The findings of this research study shown that there were positive relationships between Big-Five personality traits and employee engagement dimensions. The traits of personality as Extraversion, Conscientiousness, and Openness to Experience were significantly related. Open to experience significant positively to physical engagement. However, Neuroticism was not significant with emotional engagement while Agreeableness and open to experiences were significant with emotional engagement. Extroversion and neuroticism moderately and significantly with cognitive engagement.

From studied the literature review, Big Five Personality Traits are illustrated as below Figure 2.3.

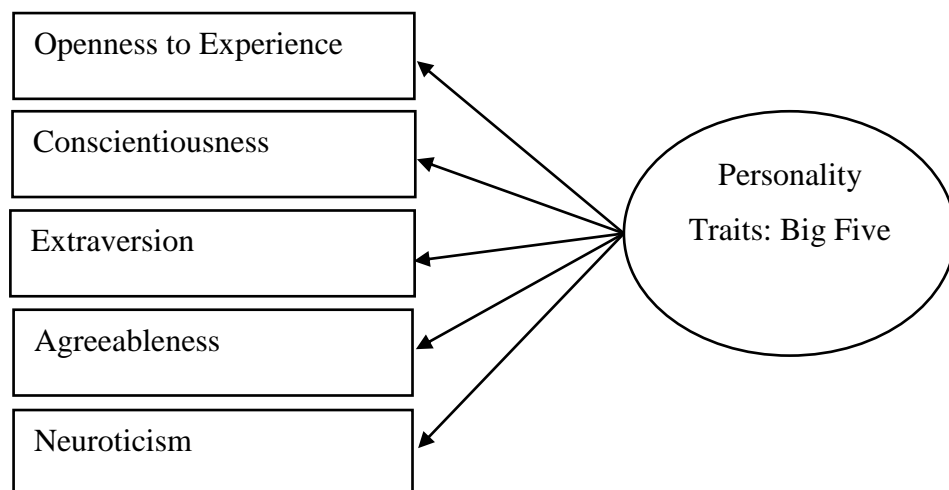


Figure 2.3: Indicators of Big Five Personality Traits

¹⁰⁰Safaa Shaban, "Predicting Big-five Personality Traits Relation with Employees Engagement in Public Sector in Egypt", **International Journal of Business and Management Review**, Vol.6, No.1 (2018): 33-43.

2.3 Concepts and Concerned Research Works of Buddhist Principles Related to Leader Traits

The leader is very important and plays a key role to create the core value and develop the organization that are effect the performance of the followers or employees. Employees feel engaged when their work is considered important and meaningful. The task of leadership is therefore to ensure that employees see how their specific task contributes to the overall business success. Authentic and supportive leadership is theorized to impact employee engagement of followers in the sense of increasing their involvement, satisfaction and enthusiasm for work. The leader has different personalities in management. The leader, who has the personalities to drive the engagement in organization, normally have supportive, visionary and set organizational goals for long term business strategy. Therefore, it is very crucial that we must understand the special abilities, thoughts, feelings, and behaviors that are expressed by the leader. Leadership can be developed as a strength to improve employee individual performance and finally affects the results of the company performance. The leader should understand the strengths of their employees and encourage their employees to develop their capabilities with seriously implementation for change. Successful leader must manage three factors efficiently and effectively, there are self-management, human resource management, and work management. Especially for self-management, it is important that the leader must develop themselves at all times to be the desirable leader. Personal traits play a major role in determining who will and who will not be desirable leader.

To make sustainable employee engagement to the organization, an important external element is the leader. Therefore, the leader must have the different leadership style that makes the employees confidence, acceptance and trust on them. The key indicator linked between leader and follower is trust, a recent study found that 82% of employees say “being able to trust their managers is crucial to their work

performance.”¹⁰¹ The effective leaders can lead the employees to develop themselves and change to behave good practice, good deeds, have intention to be unity¹⁰². However, prior to let the employees follow the directions and change, the employees must have trust on their leader. Employees need to be safe and secure in the organization and working in good environments with having protection from their leader. This, in turn, the leader should encourage followers to engage in behavior that benefits the organization.

Buddhist people respects Buddha as the role model of leader. This shows that the Buddhist psychology has been occurred since Buddha period until today, Buddha identified the various techniques to teach with different people. In our history, Buddha is one of the world leaders as the role model, he was very important and influence the leader. The role that Buddha did with his followers was to be a kind teacher who showed the way of excellence teaching, he taught the difference ways with the different people. There are many Buddhist principles to identify the traits of leadership, the one of them is Kalyāṇamitta¹⁰³ principle. Buddha said about the distinctive character of leader, “I am Kalyāṇamitta of all mankind and animals, live as Kalyāṇamitta, all mankind and animals are free from all suffering”. This Buddha’s statement shows the leadership but has no leader word inside the statement, it can be interpreted that Kalyāṇamitta is the distinctive or notable traits of the leader. The Kalyāṇamitta principle is very crucial because of the first factor that make others trust and get along well with prior to doing other things. The highlight or the essence of this Dhamma’s word is that the leader is leading for his benefits, especially for the

¹⁰¹Nan S Russell, **Leaders, Followers and Trust**, [Online], Source: <http://www.psychologytoday.com/us/blog/trust-the-new-workplace-currency/201505/leaders-followers-and-trust>, [15 January 2017].

¹⁰²Phra Brahmagunabhorn (P. A. Payutto), **Leadership**, [Online], Source: http://www.watnyanaves.net/uploads/File/books/pdf/state_of_leadership.pdf, [15 January 2017].

¹⁰³S.V.2-30; A.I.14-18; It.10. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.204.

Buddha made benefits for all mankind. Moreover, the leadership of the Buddha expressed in another way that he discovered the way and known the solutions, he told the way and what it could do for, he guided to reach the objectives. The Buddha had the capability to help people to achieve the goals, this is the important traits as well. The Buddha had another special traits of leader that the Buddha helps other peoples to self-study and self-practice until those people solved their problems and released from sufferings. This means that the Buddha as the leader did not give things to the people but helped them to learn how to survive with themselves, did and learned by themselves that those people could be out from the problems and accomplished the goals¹⁰⁴.

2.3.1 Definition of Leader

Dictionary of Cambridge defines leader is a person who manages or controls other people, especially because of his or her ability or position¹⁰⁵.

Phra Dharmakosajarn (Prayoon Dhammacitto)¹⁰⁶ described the meaning of leader is the person who lead others to move and act in the same designated directions and objectives. Many peoples act the leadership roles for example leader of organization, leader of association, leader of temple, even the leader of family.

Phra Pradit Suddhinano (Wisetwongsa)¹⁰⁷ described the meaning of leader is the art and talent of one person who can motivate, persuade and influence others, colleges, subordinates to act in any situations. The leader should manage by using the process, communicate to create the mutual mind together until reaching the goals and

¹⁰⁴Cited in Phra Dhammapitaka (P. A. Payutto) , **Leadership**, (Bangkok: Thammaspa Printing, 2003), p.6.

¹⁰⁵Cambridge Dictionary, Leader,[Online], Source:<https://dictionary.cambridge.org/dictionary/english/leader> [28 December 2016].

¹⁰⁶Phra Dharmakosajarn (Prayoon Dhammacitto), **Managerial of Buddhism**, Special Printing 5 December 2006, (Bangkok: Mahachulalongkornrajavidhyala, 2006), p.26.

¹⁰⁷Phra Pradit Suddhinano (Wisetwongsa), “Buddhist Leadership in Buddhism Dissemination of Phra Brahmamangkalajarn (Pannananda Bhikkhu)”, **Doctor of Philosophy (Public Administration)**, (Graduate School, Mahachulalongkornrajavidhyala University, 2015), p.50.

objectives. Not only staying behind of group members to plan and motivate them but the leader must stay in front of them to lead them till achieving the goals.

Phatcharee Chamnansil¹⁰⁸ described the leader is the person who appointed to be the supervisors in any level both formal and informal. The leader is influential and acceptable, encourage others to follow with willingness in order to drive them to do the activities to achieve the goals without any hindering. The followers fully trust and respect, coordination, and be confidence with the leader. The leader can bring out other's ability to use for final goals.

The leader has the opportunities in their daily interactions with employees to empower them to discover and develop their strengths and he has the responsibility to position the employees in their roles, where they can do, what they do best in every day¹⁰⁹.

2.3.2 Essentials of Leader as Driver Enhancing Employee Engagement

DDI¹¹⁰ surveyed the critical skills for effective leaders and found that there are seven skills which are driving and managing change at 57%, identifying and developing future talent at 57%, fostering creativity and innovation at 50%, coaching and developing others at 57%, executing organizational strategy at 60%, building customer satisfaction and loyalty at 65% and lastly improving employee engagement accounting at 56%.

¹⁰⁸Phatcharee Chamnansil, "The Development of the Buddhist Leadership of Administrators of Industrial and Community Education Colleges in the Lower Northern Region, Thailand", **Doctor of Philosophy (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2014), p.15.

¹⁰⁹Gallup, State of the Global Workplace: Employee Engagement Insights for Business Leader Worldwide, **Gallup Report**, (2012): p.43

¹¹⁰DDI (2011) cited in Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.655.

Towers Watson¹¹¹ studied the leadership and engagement, it stated that in today's global workplace, leadership is a driver of sustainable engagement. In the companies where both leaders and managers are perceived by employees as effective, 72% of employees are highly engaged.

Aon Hewitt Organization¹¹² studied the Personality of Engagement Aon Hewitt ADEPT-15 Personality Facet Correlation with Individual Engagement Scores. Personality can be a strong predictor for identifying engaging leaders who engage others. There are four individual personality facets most predictive of an individual's engagement are Positivity, Drive, Cooperativeness, and Sensitivity. The organizations have been trying to identify the combined variables that produce an engaged workforce, currently it is not enough that engaging but also how to sustain it.

Wasita Boonsatorn¹¹³ studied the Create Passion for Thailand toward Creative Economy, the most importance when the organization has a policy, the leader show the valuable and respected behavior with the employees such as justice treatment, acceptance of employees' ideas, giving the opportunity for employees to fully use their talents and creativity to work. These leader's behaviors drive to the employee engagement. The four dimensions of trust consist of acceptance, openness, consistency and reliability.

Integro Leadership Institute builded the Passion Pyramid of Powerful Leadership Traits, this indicated that the employee engagement can be the outcome if the leader makes other to trust first. The pyramid is illustrated below Figure 2.4.

¹¹¹Towers Watson, **2014 Global Workforce Study: At a Glance**, [Online], source: https://www.towerswatson.com/assets/jls/2014_global_workforce_study_at_a_glance_emea.pdf. [20 January 2017].

¹¹²Aon Hewitt, 2015 Trends in Global Employee Engagement: Making Engagement Happen, **AON Hewitt Report**, (2015): p.30.

¹¹³Wasita Boonsatorn, "Create Passion for Thailand toward Creative Economy", **NIDA Economic Review Journal**, Vol.7, Iss:1 (2013): 338.

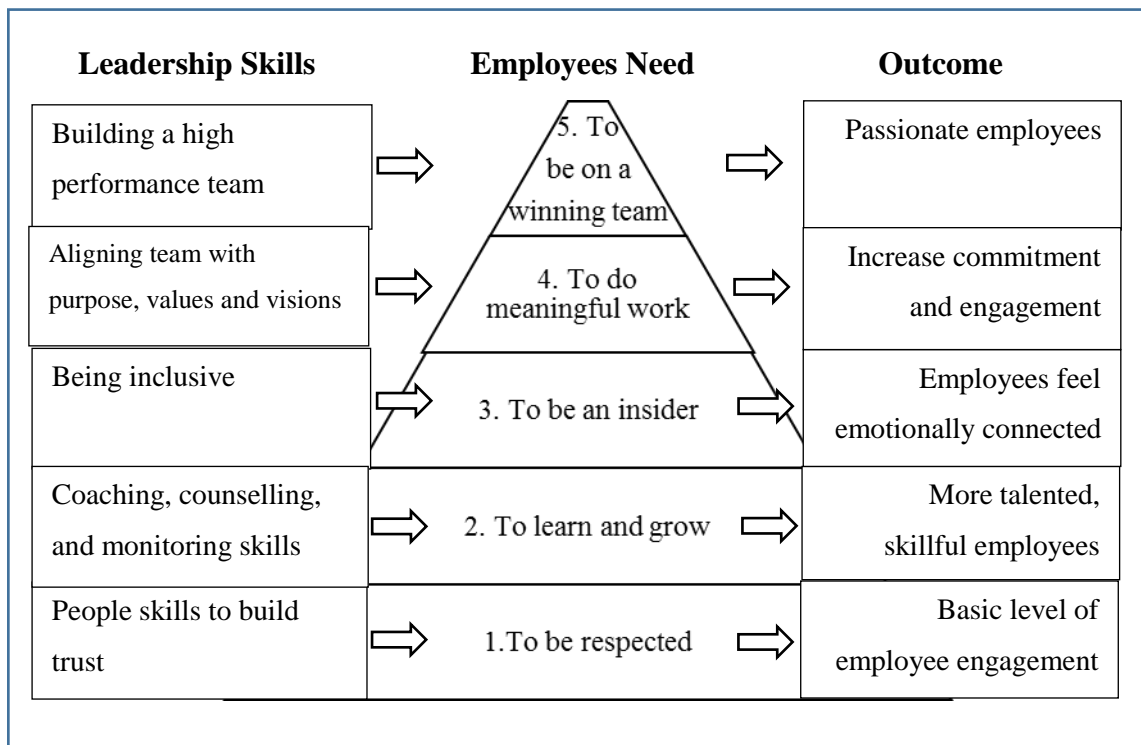


Figure 2.4: Passion Pyramid of Powerful Leadership Traits

Source: Integro Leadership Institute (2012)¹¹⁴

IES¹¹⁵ research of employee engagement indicated that there are many areas that are fundamental importance to engagement, but one of that area is good quality of line management — managers who 1) care about their employees, 2) keep them informed, 3) treat them fairly, 4) encourage them to perform well, 5) take an interest in their career aspirations, 6) smooth the path to training and development opportunities.

¹¹⁴Integro Leadership Institute (2012) cited in Leon Ho, **14 Powerful Leadership Traits (That All Great Leader Have)**, [online], source: <https://www.lifehack.org/674245/14-powerful-Leadership-traits-that-all-great-Leader-have>, [15 January 2017].

¹¹⁵Dilys Robinson, Sarah Perryman & Sue Hayday, *The Drivers of Employee Engagement*, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): p.24.

Robinson et.al. (2004) ¹¹⁶ described the key drivers of engagement included effective leadership, two-way communication, high levels of internal co-operation, a focus on employee development, a commitment to employee wellbeing and clear, accessible human resources policies and practices to which managers at all levels were committed.

2.3.3 Traits of Leader

Phra Dhammapīṭaka (P. A. Payutto)¹¹⁷ described that the qualifications of leader have 8 characteristics, there are 1) be a visionary and creative 2) be capable of management skill, can assign works correctly 3) be highly responsible and making decision of all activities with correctness and suitable 4) be moral, be ethical, be honesty and see the benefits for others 5) know the right things to do with reasonable under the Dhamma principles of Middle Path 6) know the value of time and can manage time appropriately 7) have a good relationship, self-development and good role models 8) understand and know the situation in the world very well.

Sirion Wichawut¹¹⁸ described the traits of a good leader is based on the perception of the leader and followers, it can be described 1) having goal or target to work 2) reasonable 3) listen the opinions 4) fairness 5) sympathize with the subordinates 6) followers help the subordinates 7) interested in the well-being of the subordinates (both of personnel and work) 8) knowledgeable 9) responsible for work and subordinates 10) friendly (good relationship) 11) be role model 12) creativity 13) be relying on subordinates 14) give the rewards to support the growth of the employees.

¹¹⁶ Robinson et.al. (2004) cited in Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane and Katie Truss, Employee Engagement: A Literature Review, Kingston University, **Working Paper**, Series No 19 (2008): p.16.

¹¹⁷Phra Dhammapīṭaka (P. A. Payutto), **Leadership**, (Bangkok: Thammaspa Printing, 2003), pp.25-29.

¹¹⁸Sirion Wichawut, **Leadership Psychology**, 2nd Edition, (Bangkok: Thammasat Printing House, 2014), p.26.

Bittel¹¹⁹ suggested that to select the people to be leader, the characteristics should be 1) having energy and good health 2) having the ability to live with others 3) having knowledge and ability in the job and related technology 4) self-control in stress working conditions 5) dedication and be depended (can rely on) for the organization 6) having ability to work done and success 7) having ability to teach others 8) having skill to solve the problems and decision making 9) having good attitude to the management.

Leon Ho¹²⁰ described that there are 14 powerful leadership traits that all great leader has. These traits are divided to three major parts, traits for better self-devilment; traits for effective communication; traits for ensuring an engaging team. Traits for better self-development are 1) vision and mission; 2) self-motivated; 3) optimism and positivity; 4) emotionally stability; 5) self-confidence; 6) decisiveness; 7) passion and enthusiasm; 8) accountability and responsibility; 9) focus; 10) ever-learning. Traits for effective communication are 11) empathy; 12) persuasive and influential. And traits for ensuring an engaging team are 13) team building; 14) fostering creativity.

Chanokporn Tiamwilai¹²¹ described that leadership refers to the ability to influence people in a group to achieve their goals, using the command to instruct other people to do, influencing others, interacting by conveying ideas, interpretation or contacting with each other to get into actions by directing, motivating, persuading, or using authority, motivating subordinate or a group of people to have willingness cooperation and be active in the work, until achieving the objectives and goals of the organization.

¹¹⁹Bittel (1987) Cited in Sirion Wichawut, **Leadership Psychology**, 2nd Edition, (Bangkok: Thammasat Printing House, 2014), p.27.

¹²⁰Leon Ho, **14 Powerful Leadership Traits (That All Great Leader Have)**, [online], source: <https://www.lifhack.org/674245/14-powerful-Leaderhip-traits-that-all-great-Leader-have>, [15 January 2017].

¹²¹Chanokporn Tiamwilai, "Buddhist Leadership for Educational Administration", **Master of Arts** (Educational Administration), (Graduate School, Mahachulalongkornrajavidyalaya University, 2013), pp.9-10.

Preeyaporn Wong-anutararoj¹²² described that the leadership is the behavior that influence others to follow and accept. The leaders have the ability of planning, making decisions, the use of authority, communication and interpretation, understanding of others, solving problems, and flexibility to work. The traits of leader mean the physical appearance for example the physical strength, agility, strength, and personality for example mental features. The personality is creativity, responsibility, enthusiasm, humor, and optimistic.

Apichat Pansuwan¹²³ described the leadership is qualities such as wisdom, goodness, and knowledge of the person who leads the people together and leads them to a good destination. It consists of the leader of the target, the principle of the actions of others is the ability to influence the group. The aim is to achieve the goals of the organization.

Bryman¹²⁴ described the characteristics of leader separate to three groups which are 1) physical appearance (characteristics) such as age, height, physical body, 2) capability characteristics such as intelligence, capabilities, skills, ability to speak in public 3) personality characteristics such as emotional control, emotional intelligence, extravert, introvert.

Daft¹²⁵ described the leadership has the influence between leaders and followers which causes the changes and meet the ultimate goals together. Leader must have the potentiality to lead the followers or employees, guide the suitable solutions to achieve the objectives or goals. Leader must win the follower's hearts and bring the team as unity. Leader must break the obstacles, ready to change, and

¹²²Preeyaporn Wong-anutararoj, **Industrial Psychology**, (Bangkok: Pimdee Co.Lt, 2010), pp.212-214.

¹²³Apichat Pansuwan, "The Development of Community Leader Characteristics in Accordance of Phranakhonsriayutthaya", **Doctor of Philosophy (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2014), p.24.

¹²⁴Bryman (1992) cited in Ibid, p.49.

¹²⁵Daft (1999) cited in Siriwat Srikrueadong, Sangha and Leadership, **Buddhist Graduates' Dissertation**, 2008, p.207.

adjustment to the follower's environment and make the followers to love him according.

However, according to the Dhamma principle, to create first trust between leaders and followers, Kalyāṇamitta is the Dhamma principle that be used as specified traits of leader.

2.3.4 Concept of Buddhist Principle of Kalyāṇamitta¹²⁶

The leader has specific traits that might be individual differences from others. Kalyāṇamitta can be traits of leader. Kalyāṇamitta Traits consists of seven elements Piyo: lovable, endearing; Garu: respectable, venerable; 3) Bhāvanīyo: adorable; 4) Vattā ca: being a counsellor; 5) Vacanakkhamo: being a patient listener; 6) Gambhīraṇa kathaṃ kattā: able to be deliver deep discourses or to treat profound subjects and 7) No caṭṭhāne niyojaye: never exhorting groundlessly, not leading or spurring on to a useless end.

Form Dictionary of Buddhism (Promuansap Version), Kalyāṇamitta has its root term of “Kanlaya” + “Mitre”. “Kalaya” means good, “Mitre” means friends. Therefore, composition of these two root words mean good friends, friends who has good intention, sharing¹²⁷. Moreover, “Mitre” has a same root word of “Metta”. “Metta” means good deed.

The Buddha said that “noble friendship is the entire holy life” and he himself is the good friend par excellence: “Ananda, it is owing to my being a good friend to them that living beings subject to birth are freed from birth”¹²⁸.

¹²⁶A.IV.31. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.204.

¹²⁷Phra Brahmaganabhorn (P. A. Payutto), **Dictionary of Buddhism**, Pramuantham Version, 20th Edition, (Bangkok: Sahathammik, 2013), p.11, 234.

¹²⁸Wisdom Library, **Kalyāṇamitta**, [Online], Source: <https://www.wisdomlib.org/definition/Kalyāṇamitta>, [15 January 2017].

Kalyāṇamitta or Kalyāṇamitta-dhamma or Kalyāṇamitta-dhamma Seven¹²⁹
¹³⁰ ¹³¹ means the characteristics of good friends and true friends, friends who brings
 and inspire the good things, prosperity to the partners, good friendship, good
 company, and association with the virtuous. Phra Brahmagunabhorn (P. A. Payutto)
 said that Kalyāṇamitta is one of the fundamental qualities of human beings or being
 human known as the “Auroras of a good life”¹³². There are seven quality traits as
 below Buddha’s teaching in Pāli.

Piyo Garu Bhāvanīyo

Vattā ca Vacanakkhamo

Gambhīrañca katham kattā

No caṭṭhāne niyojaye

1) Piyo means having lovable, endearing; having a lovely manner in the
 base of comfortable and intimate, with kindness and compassion, talking an interest in
 his employees and their well-being, having support, creating the casual atmosphere
 the organization, encourage the employee to work.

2) Garu means worthy of respect; having estimable, respectable, and
 venerable. Leader should be respected base on their behavior, can deliver a warm
 feeling to the employees and make them feel safe and secure.

3) Bhāvanīyo means inspiring; adorable, cultured. Leader should be
 pleasant or honorable with knowledgeable and wisdom. Leader should train the
 employees and always improve themselves all the time as the roles model.

4) Vattā ca means being a counsellor. Leader should know to use and
 give the reason, know how to clarify, know what to say, know to give the advice and
 be a good consultant.

¹²⁹Phra Brahmagunabhorn (P. A. Payutto), **Buddhism & the Business World: the Buddhist Way to Deal with Business**, 3rd Edition, (Bangkok: Chandren Publishing House, 2010), pp.47-48.

¹³⁰Phra Brahmagunabhorn (P. A. Payutto), **A Constitution for Living**, 120th Edition, (Bangkok: Sahadhammika Co.,Ltd., 2010), pp.63-34.

¹³¹Phra Brahmagunabhorn (P. A. Payutto), **Dictionary of Buddhism**, (Pramuantham Version), 31st Edition, (Bangkok: Phalitham, 2015), p.204.

¹³²Phra Brahmagunabhorn (P. A. Payutto), **A Constitution for Living**, 120th Edition, (Bangkok: Sahadhammika Co.,Ltd., 2010), p11.

5) Vacanakkhamo means being a patient listener. Leader should be tolerance to hear the any things, ready to be listener and receive the criticized words with patient.

6) Gambhīraṇca katham kattā means the leader are able to deliver deep discourses or to treat profound subjects. Leader can explain the complicated stories and make the employee understand and make them to learn more and in deep details.

7) No caṭṭhāne niyojaye means the leader have never been exhorting groundlessly; not leading or spurring on to a useless end. Leader should not lead or guide to do bad things or bad habit or influence to the bad way.

Phra Brahmaganabhorn (P.A. Payutto)¹³³ described Kalyāṇamitta is having a good friend who is a person or social environment that is helpful to one's life development, seeking out sources of wisdom and good examples. This is to live with or be close to good people, beginning with one's parents as good friends in the family; to know who to associate with and to socialize with good people who will influence and encourage each other to betterment in conduct, mentality and wisdom. It is especially [that association which encourages one to] learn and develop communication and relations with fellow human beings through goodwill, to have the faith to follow good examples, and to know how to utilize external resources, be they people, books, or other communications media, for seeking knowledge and virtue for one's life development, problem solving and constructive action.

Somdet Phra Ñāṇasaṃvara Somdet Phra Saṅgharāja Sakalamahāsaṅghapariṇāyaka (Charoen Suvaḍḍhano)¹³⁴ described Kalyāṇamitta that it is not just friends because there are many types of friends; true friends or false friends, close friends or not close friends, good friends or not good friends. However, Kalyāṇamitta means people who has good heart, has a special wish, help and support, give warning and good recommendations, not let others to do the wrong things or let

¹³³Phra Brahmaganabhorn (P.A. Payutto), **A Constitution for Living**, 120th Edition, (Bangkok: Sahadhammika Co.,Ltd., 2010), p.11.

¹³⁴Somdet Phra Ñāṇasaṃvara Somdet Phra Saṅgharāja Sakalamahāsaṅghapariṇāyaka (Charoen Suvaḍḍhano), **Kalyāṇamitta**, [Online], Source: <http://www.dhammadjak.net/board/viewtopic.php?t=7575> [15 January 2017].

them do any mistakes. The most important qualification of Kalyāṇamitta is to do good deed, have the morality with intellectual and concentration and wisdom.

Phra Rajworamuni (Prayoon Dhammachitto)¹³⁵ described the meaning of friends in Thai language, it comes from Mitta, it means the persons who stay together with love and affection feeling. Another meaning is companion, friends who with having activities together but no love, no deep relationship. In addition, the description of Kalyāṇamitta can be defined that being lovely person has a practices of living together with happiness, understand others and not blame each others; being respectable person who calm down because of having a precepts, having a consciousness as defense, not have high needs, and not too much talk; being an admirable person who know the value of meditation and concentration; being the good counsellor who give the good words of consultant and be benefits to others, praise the truths; being patient to listen, person who having a good understanding, do not hesitate to speak, do not cringe; being deep explainer who having a deep Dhamma; being an advisor to introduce a good ways¹³⁶. The above seven elements should be the qualified person that should seek out.

Vilairut Plueksapirom¹³⁷ described that Kalyāṇamitta means person who has completed with Sila, morality as the basis characteristic, promoting the benefits and all goodness or virtues of any person who behave towards others, having wisdom, capabilities, helping and support to build the goodness, knowledge, prosperity and happiness to others.

¹³⁵Phra Rajworamuni (Prayoon Dhammachitto), Friends, 2nd Edition, (Bangkok: Mahachulalongkornrajavidyalaya, 1998), pp.2-3.

¹³⁶N.R.M. Ehara, V.E.P.Pulle & G.S.Prelis, **Vimuttimaggā – Ven. Phra Upatissa**, tr. by Phra Brahmapundit (Prayoon Dhammacitto) et.al., (Bangkok: Mahachulalongkornrajavidyalaya Printing, 2517), p.67-68.

¹³⁷Vilairut Plueksapirom, “The External Assessors’ Virtuous Friendship According to the Views Held by the Educational Administrators under the Bangkok Municipality”, **Master of Arts (Buddhist Studies)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2004), p.64.

Phra Jajoo ÑÑAVIJAYO (Raksapa)¹³⁸ described the meaning of Kalyāṇamitta that the person who has the knowledge to set himself in the Dhamma, he is a guide to prosperity, teach and train others, be advisor and be good friend, be good communicator to use the communication channel to motivate others having the wisdom.

Yupadee Panarach¹³⁹ described that Kalyāṇamitta means good friends who having the character with good faith, good behavior, good heart, good thinking and ready to give the recommendations or guidance or can give solutions with love, sacrifice without any expected return, to support others to develop themselves in a good way.

2.3.5 Concerned Research Works of Kalyāṇamitta

Phramaha Somchai Siripaño et.al.,¹⁴⁰ studied the Kalyāṇamitta of Leader, Local Administrative Tambol Banchai, Amphure Bandung, Udonthani Province. It found that the Kalyāṇamitta principles are 1) Piyo (management with satisfaction), the management approach must understand and know the needs of people according to the roles of the sub district administrative organization that can be implemented, corroborate to develop all levels and help to solve the problem to achieve the purpose of the people's satisfaction. 2) Garu (management with moral), the management approach should create the leadership to give the people confidence in the management, build the responsibility to ensure that the implementation of the project solves the problem with good faith, a generosity towards the implementation of the

¹³⁸Phra Jajoo ÑÑAVIJAYO (Raksapa), “An Analytical Study of Sariputta Thera’s Kalyāṇamittata”, **Master of Arts (Buddhist Studies)**, Graduate School Mahachulalongkornrajavidyalaya University, 2011, p.10.

¹³⁹Yupadee Panarach, “The Development of Kalyāṇamitta for Students of the Teaching Profession in a Rajabhat University”, **Doctor of Philosophy, Applied Behavioral Science Research**, (Srinakharinwirot University, 2008), p.15.

¹⁴⁰Phramaha Somchai Siripaño, Panya Kraidej, Sanya Kenaphumi, “Kalyāṇamitta-Dhamma-Based Administration of Administrator in Banchai Sub-District Administrative Organization Bandung District Udonthani Province”, **Journal of MCU Peace**, Mahachulalongkornrajavidyalaya University, 3th year, 3 Vol.2, 81-97.

various services to the public. 3) Bhāvanīyo (good example of management), management with good example that used the principal of honesty, fairness and kindness, consistency in management, with improvements of the wrong points, build the relationships with all levels of people. 4) Vattā ca (good and clearly explanation), the management must clarify the administrative problems to the public as much as possible, implement by using the legal principles, try to talk to the truth what happened to the public clearly, appropriately and listen what the public proposed. 5) Vacanakkhamo (have a strong mind in management), the management sometimes have the problems because of people have the difference ideas, various needs but with the democratic administration, the majority of votes, accept the votes from public and make it in concrete that let the people to accept. 6) Gambhīraṇca katharṇ kattā (explain the difficult administrative issues), to explain the difficult problem to the public, the management must see the suitable situation, see the capability of the listener whether they accept to listen. 7) No caṭṭhāne niyojaye (build the confident in management), the management must build the confident to the public by using principle of holding ourselves, holding others and holding jobs in order to make the public confident with the management.

Pradit Suthiyano¹⁴¹ studied Buddhist Leadership in Buddhism Dissemination of Phra Brahmamangkalajarn (Pannananda Bhikkhu), the research found that leadership based on transformation leadership theory is more appropriate than other leadership theories. The elements are to behave as a role model, respectable, having a visionary, to make benefits to community, to inspire others to have the effort, to encourage others to have creativity, to encourage others to have learning from work, to assign the job as appropriate and to have the ability to communicate.

¹⁴¹Phra Pradit Suddhinano (Wisetwongsa), “Buddhist Leadership in Buddhism Dissemination of Phra Brahmamangkalajarn (Pannananda Bhikkhu)”, **Doctor of Philosophy (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2015), pp.237-239.

Vilairut Plueksapirom¹⁴² studied The External Assessors' Virtuous Friendship According to the Views Held by the Educational Administrators under the Bangkok Municipality and the results found that the educational institute administrators felt good and more comfortable when the external assessors have Kalyāṇamitta traits during the external evaluation. The overall scores of each element of Kalyāṇamitta are high and can be high ranked from being admirable, be good advisor, be patient listener, be good explainer, be good counsellor, be lovable and be respectable respectively.

Chutikan Benjapornwattana¹⁴³ studied the Effects of Kalyanamitr Supervision on the Preschool Teacher Instructional Quality, the research findings when the kalyanamitr supervision is held, there was a significant difference in the average score from the evaluation of Instruction quality of Preschool teachers from each week. Kalyanamitr supervision can lead the positive change by applying the teaching process and via activities 1) creating a friendship by creating a positive attitude, meeting with each other, talking with partners for developing knowledge and skills that can applied in the teaching class, 2) thinking and planning together to achieve the goals, 3) regularly follow up and re-visiting the activities in the classroom, 4) evaluating the activities with pros and cons and adjusting the process and 5) developing the qualities of process.

¹⁴²Vilairut Plueksapirom, "The External Assessors' Virtuous Friendship According to the Views Held by the Educational Administrators under the Bangkok Municipality", **Master of Arts (Buddhist studies)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2004), pp.141 – 143.

¹⁴³Chutikan Benjapornwattana, "The Effects of Kalyanamitr Supervision on the Preschool Teacher Instructional Quality", **Master of Education Degree**, Early Childhood Education, (Srinakharinwirot University, 2004), p.77.

Sarunnat Hirunkoopt¹⁴⁴ studied the seven virtues of Kalyāṇamitta-Dhamma of Counselors: a case study of abused teen girls from the emergency home. This study found that the counselors should have Kalyāṇamitta Dhamma principle that have seven virtues. The manner consists of a lovely manner, be respectful, having a safe and warm heart, having knowledge as the wisdom, behave as a role model, and speak well in a public and in a suitable places and times, speak with reasonable, be patience for listening and can explain the deep details to let other understand and lastly do not induce in the way of derogatory. The complete moral imperative of Kalyāṇamitta consists of belief (Faith), concentration of body, speech and mind (Precepts), listening (Sukha), knowledge (Wisdom).

From studied the literature review, it is concluded that the Kalyāṇamitta traits of leader can create the degree of trust to the employees and then finally enhancing sustainable employee engagement. There are seven traits 1) Be Lovable, 2) Be Respectable, 3) Be Admirable, 4) Be Good Counsellor, 5) Be Patient Listener, 6) Be Good Explainer and 7) Be Good Advisor which be illustrated as belo Figure 2.5.

¹⁴⁴Sarunnat Hirunkoopt, “Seven Virtues of Kalayanamitta-Dhamma in Counselor: A Case Study of Abused Teen Girls from the Emergency Home”, **Master of Arts (Life and Death Studies)**, (Graduate School, Mahachulalongkornraravidyalaya University, 2009), pp.147-149.

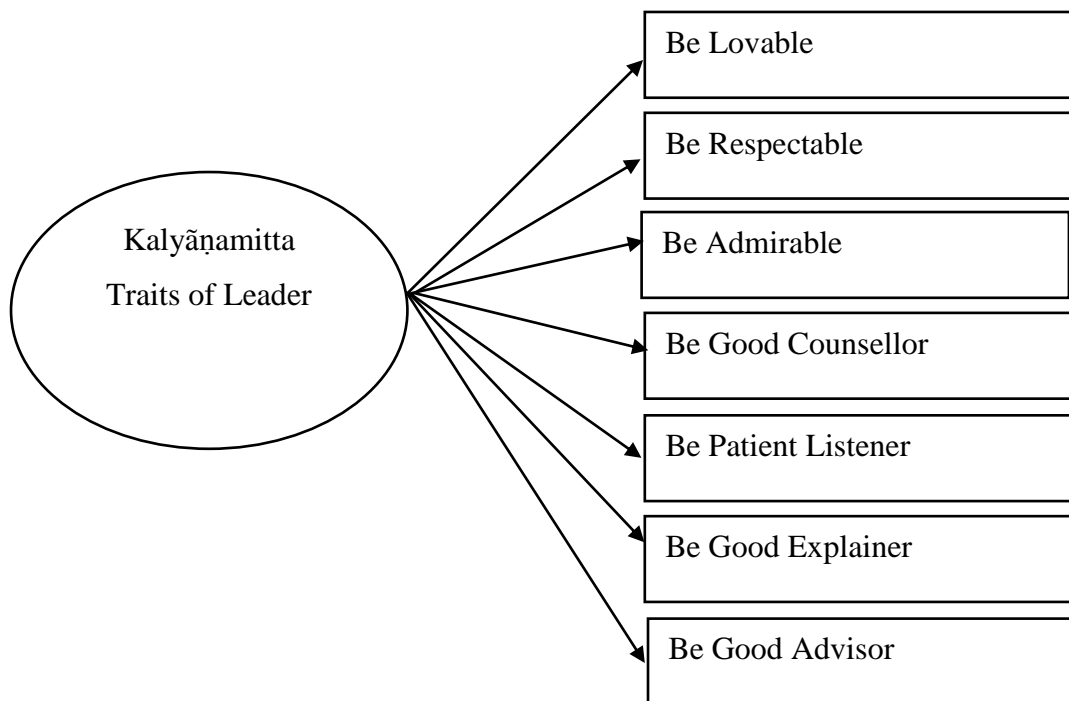


Figure 2.5: Indicators of Kalyāṇamitta Traits of Leader

2.4 Concept, Theory, and Concerned Research Works of Sustainable Employee Engagement

2.4.1 Definitions and Essentials of Employee Engagement

Employee Engagement is formally called “Organizational Commitment” and nowadays there are more terminology explained and used under the same definition, employee engagement, employee commitment¹⁴⁵, job engagement,

¹⁴⁵Amy Richman, Anyone Want an Engaged Workforce, **Worldat Work Report**, (2006): 1-6.

personal engagement, work engagement¹⁴⁶. These terms can be often used interchangeably^{147 148}. Engagement is very important for organizations¹⁴⁹.

2.4.1.1 Definitions of Employee Engagement

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An engaged employee is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. "An engaged employee is one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers their organization's interests. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values"¹⁵⁰.

Engagement is defined in the Oxford English Dictionary¹⁵¹ that "the action of engaging; the state, conditions, or fact of being engaged."

¹⁴⁶Schaufeli et.al. (2002) cited in Richa Chaudhary et.al., "Relationships between Occupational Self Efficacy, Human Resource Development Climate, and Work Engagement", **Team Performance Management: An International Journal**, Vol.18 Iss 7/8 (2012): 370-383.

¹⁴⁷Molraudee Saratun, "Performance Management to Enhance Employee Engagement for Corporate Sustainability", **Asia-Pacific Journal of Business Administration**, Vol.8, No.1 (2016): 84-102

¹⁴⁸Woocheol Kim, Judith A. Kolb & Taesung Kim, "The Relationship Between Work Engagement and Performance: A Review of Empirical Literature and a Proposed Research Agenda", **Human Resource Development Review**, 12(3) (2012): 248–276.

¹⁴⁹Mawethu Cawe, Factors Contributing to Employee Engagement in South Africa, **Master Degree in Human Resources Management**, (Faculty of Commerce, Law & Management, University of the Witwatersrand, 2006), p.11.

¹⁵⁰Eliza Paul, Employee Engagement: A Key HR Strategy, [Online], Source: <http://www.emptrust.com/blog/employee-engagement-a-key-hr-strategy> [1 September 2017].

¹⁵¹J.A. Simpson and E.S.C. Weiner, **The Oxford English Dictionary**, 2nd Edition, Volume V, (England: Oxford University Press, 1989), pp. 248-249.

William A. Kahn¹⁵² defined “employee engagement as the harnessing of organization members, selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” The cognitive concerns employees’ beliefs about the organization, its leaders and working conditions. The emotional concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical concerns the physical energies exerted by individuals to accomplish their roles.

James K. Harter et.al. defined employee engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work"¹⁵³.

Stephen P. Robbins et.al. defined employee engagement is an individual’s involvement with, satisfaction with, and enthusiasm for, the work he or she does. Highly engaged employees have a passion for their work and feel a deep connection to their company¹⁵⁴.

Andrzej A. Huczynski & David A. Buchanan¹⁵⁵ described that the engagement is “the extent to which people enjoy and believe in what they do, and feel valued for doing it”.

¹⁵²William A. Kahn (1990) cited in Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane and Katie Truss, Employee Engagement: A Literature Review, Kingston University, **Working Paper**, Series No 19 (2008): 3.

¹⁵³James K. Harter, Frank L. Schmidt, & Theodore L. Hayes, “Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis”, **Journal of Applied Psychology**, Vol. 87, No. 2 (2002): 268–279.

¹⁵⁴Stephen P. Robbins et.al, **Organizational Behavior**, 15th Edition, Global Edition, (USA: Pearson Education Limited, 2013), p.111.

¹⁵⁵Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.309.

Henry S. Miller¹⁵⁶ defined employee engagement is a desired outcome that occurs when employees feel strengthen mental and emotional connection to jobs, their colleagues, their manager and/or their organization and its mission. Consequently, the employees are more dedication and more willingness to do voluntary services, discretionary effort to their work above and beyond the norm to help their organization succeed.

Development Dimensions International (DDI) defined employee engagement as “the extent to which people enjoy and believe in what they do and feel valued for doing it¹⁵⁷.” Job enjoyment, belief in what one is doing, and feeling valued are all contribution to observable behavior of engagement.

IES¹⁵⁸ defined employee engagement as “a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.”

Schwartz and Boehnke¹⁵⁹ defined that employee engagement is the people who feels being part of organization and has passion in his or her work.

2.4.1.1 Essentials of Employee Engagement

The employee engagement is a leading indicator of intent to stay within a given organization¹⁶⁰. High engagement can reduce the lateness, absence to work and

¹⁵⁶Henry S. Miller, The 10 Best Practices for Enhanced Employee Engagement, **The Henry Miller Group Report** (2014): 4.

¹⁵⁷Richard S. Wellins et.al, Employee Engagement: the Key to Realizing Competitive Advantage, **Development Dimensions International Report**, (2015): 2.

¹⁵⁸Dilys Robinson, Sarah Perryman & Sue Hayday, The Drivers of Employee Engagement, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): ix.

¹⁵⁹Schwartz and Boehnke (2004) cited in Wanida Poldej, **Organization Behavior and Strategic Human Resource Management**, (Bangkok: Happy Print, 2017), p.47.

¹⁶⁰James K.Harter, Frank L. Schmidt, and Corey L.M. Keyes, “Wll-being in the Workplace and Its Relationship to Business Outcomes: A Review of the Gallup Studies”, **American Psychological Association**, (2002): 11-14.

increase intention to work, moreover, leading to less intention to quit or less turnover, higher motivation and satisfaction to work and be good organizational citizenship¹⁶¹. In addition, the engaged or committed employees perform better¹⁶². The organization gets more the engaged employee and finally the engaged organization. “When engagement starts to decline, companies become vulnerable not only to a measurable drop in productivity, but also to poorer customer service and greater rates of absenteeism and turnover”¹⁶³. “We understand that if the employees has the engagement or high engagement towards organization, it leads to the ultimate goals of company’s performance or business results. Whether it is the feeling of employees, they know why they work here, what the important they work for the organization. This means that the activities they have done, they are parts of successful of the organization. We quite focused on this. The employees must know clearly that what their roles and their targeted goals of each year, apart from that they must know how their individual goals can support the organizational goals. Therefore, the employees feel they are important in their role, even it is a little role in organization. “The engaged employees often experience positive emotions, including happiness, joy, and enthusiasm¹⁶⁴.” Moreover, De Vita E. described that “the engaged employees feel trusted, valued and empowered; gives their best; be loyalty, motivated and enthusiastic; advocate for the organization; understand the organization’s mission and

¹⁶¹Wanida Poldej, **Organization Behavior and Strategic Human Resource Management**, (Bangkok: Happy Print, 2017), p.47.

¹⁶²Dilys Robinson, Sarah Perryman & Sue Hayday, The Drivers of Employee Engagement, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): xi.

¹⁶³Towers Watsons, **Globe Workforce Study: Engagement at Risk: Driving Strong Performance in a Volatile Global Environment**, **Towers Watson Report**, (2012): p.5.

¹⁶⁴Arnold B Bakker, Maria Tims and Daantje Derks, “Proactive personality and job performance: The role of job crafting and work engagement”, **Human Relations**, (2012): 364.

share the organization's value; be emotionally committed and personally involved¹⁶⁵.” The highly engaged employees normally they have a passion for their work, feel a deep connection to their organization¹⁶⁶. Why the organizations should sustainable employee engagement.

2.4.2 Concepts, Theory and Concerned Research Works of Employee Engagement

There are many theories and researchers studied Employee Engagement.

IES described the characteristics of an engaged employee, there are nine elements which be shown as below Figure 2.6.

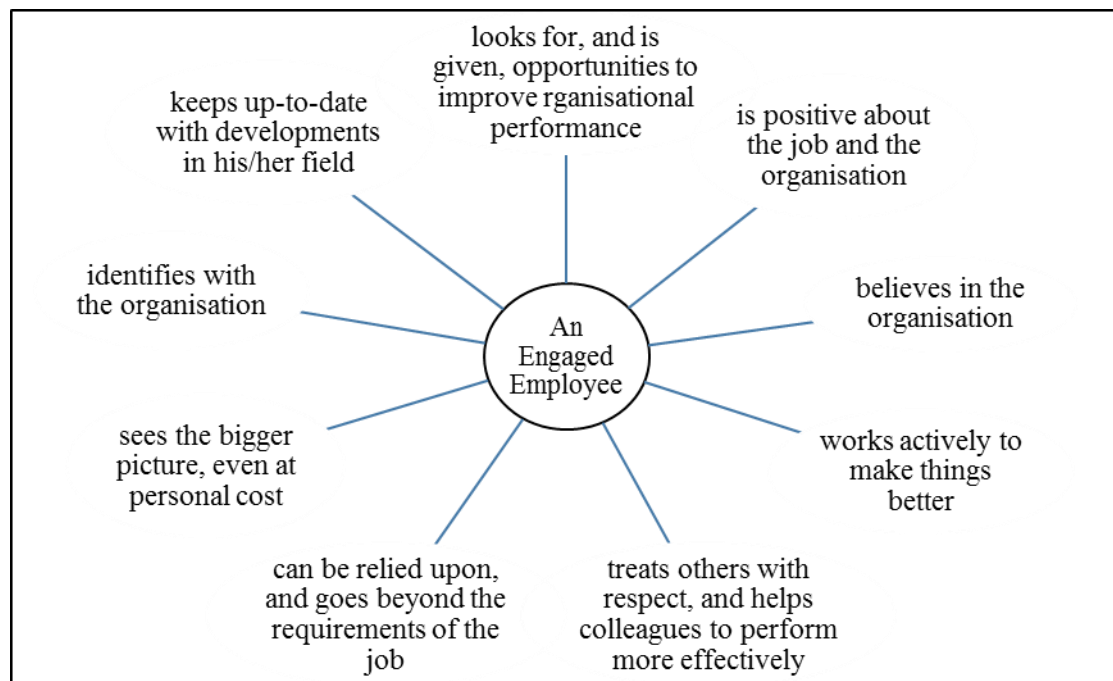


Figure 2.6: Characteristics of an Engaged Employee

Source: IES, 2003¹⁶⁷

¹⁶⁵De Vita E. (2017) cited in Laurie J. Mullins, **Essentials of Organizational Behavior**, 3rd Edition, (England: Prentice Hall, 2011), p.462.

¹⁶⁶Stephen P. Robbins & Timothy A. Judge, **Organizational Behavior**, 5th Edition, (England: Pearson Education, 2013), p.111.

¹⁶⁷IES (2003) cited in Dilys Robinson, Sarah Perryman & Sue Hayday, The Drivers of Employee Engagement, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): 6.

Gallup¹⁶⁸ separated employee engagement to three groups which are on 1) Engaged: meaning that the employee dedicate and feels that they engage with organization, this group of employee have creativity, innovation and try to drive the organization for the future growth, 2) Not Engaged: meaning that the employee work as their responsibilities and roles in the organization but without the dedication and energy to work, 3) Actively Disengaged: meaning that the employee do not happy to work and behave the negative behavior towards organization and try to persuade other members to have negative feeling same as they are.

AON Hewitt¹⁶⁹ studied the employee engagement and they have been issued the Trends in Global Employee Engagement every year. The study measured the employee engagement to three components which are Say, Stay and Strive. Say is the employees say the positive things about their organization and act as advocates or spokesman of the organization. Stay is the employees intends to stay in the organization for a long time. And Strive is the employees give their best efforts to help the organization succeed.

William A. Kahn¹⁷⁰ proposed that the engagement is the feeling that be a citizenships or good members in the organizations, the employees perform their roles according to their assigned roles, and express those feeling through physically engaged, cognitive engaged, emotionally engaged during working. According to the studies, it found Need-Satisfying Approach that the engagement happens from emotionally engaged or cognitively engaged then enhancing the Personal Engagement more than other parts. Kahn defined personal engagement as a job or expression of individuals in favoring the job generating the relation between the job, other individuals, or themselves (physical, cognitive, and emotional) and active performance (sincerity). Therefore, this cognitive feeling creates the engagement or

¹⁶⁸Gallup, State of the Global Workplace: Employee Engagement Insights for Business Leader Worldwide, **Gallup Report**, (2013): 75.

¹⁶⁹AON Hewitt, 2017 Trends in Global Employee Engagement: Global Anxiety Erodes Employee Engagement, **AON Hewitt Report**, (2017): 2.

¹⁷⁰William A. Kahn, "Psychological Conditions of Personal Engagement and Disengagement at Work", **Academy of Management Journal**, Vol.33 Iss:4. (1990): 705.

disengagement. If the employees have the engagement from those three parts, the personal engagement will be increased.

Maslach et.al.¹⁷¹, there were six areas of work-life lead to either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness and values. Maslach et al. characterized engagement as an energy, involvement, and efficacy, contrasting with cynicism, exhaustion, and inefficacy.

Schaufeli & Bakker¹⁷² studied the employee engagement and work engagement and proposes that there are three factors that the employees have 1) Vigor 2) Dedication and 3) Absorption. Vigor is characterized by a willingness to work, a readiness to devote efforts in work, an attempt to keep energetic at work and a tendency to keep trying in facing difficulty or failure. The engaged employees have a high level of strength and resilience of mental work, earnestly, and being persistent in facing adversity. Dedication is characterized by the feeling of meaningfulness, inspiration, and pride. It is also shown in the sacrifice of energy, thoughts, and the time to reach success in achieving the goal. Absorption is characterized by becoming totally immersed in the work, having a full concentration and a deep interest in work, feeling the time passed quickly and is difficult to break away from work.

Alan M. Saks¹⁷³ studied employee engagement and found that the employee engagement consists of two elements that are work engagement and organization engagement. These two elements have the relationship. If the organization would like to retain the employee, the organization must lead the employees engage of both work and organization. In addition, the study of consequences of employee

¹⁷¹Maslach et.al. (2001) cited in K.Arun Kumar, Ms.R.Renugadevi, "Antecedents and Consequences of Employee Engagement-A Hypothetical Approach", **IOSR Journal of Business and Management**, Vol.9, Iss:3, (2013): 52-57.

¹⁷²Schaufeli, W.B., & Bakker, A.B., "A Measurement of Work Engagement With a Short Questionnaire, A Cross-National Study", **Educational and Psychological Measurement**, Vol.66, 4 (2006): 701-716.

¹⁷³Alan M. Saks, "Antecedents and consequences of employee engagement". **Journal of Managerial Psychology**, Vol.21. Iss:7 (2006): 600-619.

engagement is work satisfaction, organizational commitment, organizational citizenship and decrease of intention to quit. The antecedents of employee engagement is justice, supportive from organization.

May et.al.¹⁷⁴ studied engagement, they found that the condition of psychological significance, security, and feeling of being present were positively associated with engagement. Therefore, the engagement elements can be described three factors, physical factor in the form of energy used to carry out the work; emotional factor shown by the dedication of employee; and mind factor in the form of employee's absorption in his or her work till forgets the things happened around he or she.

Robinson et.al.¹⁷⁵ identified key behaviors that be associated with employee engagement. The behaviors included belief in the organization, desire to work to make things better, understanding of the business context, being respectful of and helpful to colleagues, willingness to go the extra mile and keeping developments of themselves. Moreover, the research found that employee engagement was closely linked to feelings and perceptions.

Mohapatra & Sharma¹⁷⁶ studied and proposes that there are three factors for employee engagement consisted of 1) Say meaning of saying positive about organization, 2) Stay meaning of intention to be an organizational citizenship and 3) Strive meaning of dedication for organization successful

¹⁷⁴May et.al.(2004) cited in Kartono, Hilmiana & Wa Ode Zusnita Muizu, "the Influence of personality on employee engagement and emotional intelligence (an empirical study on employees of rural Banks in West Java, Indonesia)", **South East Asia Journal of Contemporary Business, Economics and Law**, Vol. 12, Issue 2 (April) (2017): 54-66.

¹⁷⁵Robinson et.al. (2004) cited in Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane and Katie Truss, Employee Engagement: A Literature Review, Kingston University, **Working Paper**, Series No 19 (2008): 16.

¹⁷⁶Mohapatra, M., & Sharma, B. R., "Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking", **Global Business Review**, 11(2) (2010): 281-301.

Steers & Porter¹⁷⁷ described that the employee engagement has four characteristics consisting of 1) having the commitment 2) acceptance of organization goals 3) dedication to work and for organization 4) intention to be organizational citizenship.

Allen and Meyer¹⁷⁸ studies that the employee engagement of each people is not the same. There are three types of engagement 1) Affective Commitment is the engagement that feeling of being a member of the organization and dedication to work in the organization. This group of employees is willingness and dedication to the organization. 2) Continuance Commitment is a commitment that results from personal interests, considering the options available and the returned benefits. This group of employee stays because of keeping personal benefits 3) Normative Commitment is the engagement that results from the perception that they have the duty and responsibility to support the organization's activities. This group of employee stays because of ethical reasoning.

Andrzej A. Huczynski & David A. Buchanan¹⁷⁹ described that the engagement is something that people having joyful and believing that the things they do very useful and valuable. Engagement has 3 factors, having unity (identification) and intention to do work; involvement, having the cooperation all activities under their responsibility; and having the royalty with the organization, good citizenship.

Evan T. Robertson and Cary L. Cooper¹⁸⁰ described that employee engagement occurred when the employee has the best psychological well-being including good health. This leads to beneficial both of organization and employee.

¹⁷⁷Steers & Porter (1979) cited in Chuchai Samitrtikrai, **Industrial and Organizational Psychology**, (Bangkok: Chulalongkorn University Printing, 2011), p. 317

¹⁷⁸Allen and Meyer (1990) Ibid, p.317.

¹⁷⁹Cited in Thitiwut Manmee, "The Employees Commitment to Local Administrative Organizations in Northern Provinces", **Doctor of Philosophy** (Public Administration), (Graduate School, Mahachulalongkornrajavidyalaya University, 2013), p.80.

¹⁸⁰Ivan T. Robertson, "Full Engagement: the integration of employee engagement and psychological well-being". **Leadership & Organization Development Journal**, Vol.31 No.4 (2009): 324 – 336.

Lucy McGee¹⁸¹ studied employee engagement and found that there are six characteristics; 1) adaptability, openness to new ideas, willingness to change approach; 2) passion for work, maintaining positive view despite stress and frustration; 3) emotional maturity, customer focus under fire, results before ego, 4) positive disposition, eagerness to help others, out-standing teamwork; 5) self-efficacy, confidence in one-s ability; 6) achievement orientation, the need to succeed and to excel.

Adnan Rasheed¹⁸² defined employee engagement is emotionally attachment of employees with job, fellow workers and organization whether positively or negatively which intensely affect employee consent of gaining something new and performance of work.

O'reilly described the employee engagement that “an individual’s psychological bond to the organization including a sense of job involvement, royalty, and a belief in the value of the organizations.”¹⁸³

Henry S. Miller¹⁸⁴ described that the highly engaged employees commit to their organization and invest in its success. The employees are proactive in sharing their ideas, promoting their organization both internal and external, and they exert discretionary effort which above and beyond what they get their benefit in terms of figure and stay employed.

¹⁸¹Cited in Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.310.

¹⁸²Adnan Rasheed, “Antecedents and Consequences of Employee Engagement: The Case of Pakistan”, **Journal of Business Studies Quarterly**, Vol.4, No.4 (2013): 185.

¹⁸³O'reilly (1996) cited in Laurie J. Mullins, **Essentials of Organizational Behavior**, 3rd Edition, (England: Prentice Hall, 2011), p.461.

¹⁸⁴Henry S. Miller, The 10 Best Practices for Enhanced Employee Engagement, **The Henry Miller Group Report**, (2014): 16.

Pannatorn Thienchaipurk¹⁸⁵ defined that employee engagement is the nature of a person's relationship to the organization. This is expressed in the form of 1) trust and reach the goal of the organization 2) the willingness to work for the organization, this means a sense of pride that is related to the organization and is loyal to the organization 3) the need to maintain the good citizenship of the organization, this means doing the best endeavor with full effort to the success of the organization.

Punnee Pimapunsri¹⁸⁶ defined employee engagement is “the employees’ positive feelings toward their jobs, co-workers, boss, workplace, and organization, which leads to positive employee behaviors and their intention to put forward extra effort at work”.

Ariya Hengthaveesapsiri¹⁸⁷ studied Organizational Commitment, Big Five Personality and Joy at Work of Nurses with Organizational Citizenship Behavior as a Mediating Variable: a Case Study of a Government University Hospital. The research is found that nurses who have behavior of organizational citizenship is high employee engagement and as a result nurses have the organization effectiveness. Nurses who have high level of employee engagement also have dedication to work without asking. In addition, nurses who is high level of happiness to work because they have the employee engagement (organizational commitment). The employee engagement can make nurses to fully work, therefore employee engagement is important, as the result, in enhancing the efficiency of work, organizational development performance, have fun with their work, satisfaction with work and happy to work.

¹⁸⁵Pannatorn Thienchaipurk, “An Application of Saṅgahavatthu IV for Creation of Organization Commitment: A Case Study of Bangkok Hospital”, **Master of Arts (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2009), p.12.

¹⁸⁶Punnee Pimapunsri, “Sustainable Employee Engagement”, **Humanities and Social Science Journal (Burapa University)**, Vol.24, No.46, (2016): 81-98.

¹⁸⁷Ariya Hengthaveesapsiri, “Organizational Commitment, Big Five Personality and Joy at Work of Nurses with Organizational Citizenship Behavior as a Mediating Variable: a Case Study of a Government University Hospital”, **Master Degree of Arts**, Industrial and Organizational Psychology, (Thammasat university, 2015), p.193.

From reviewing the studies and researches, the employee engagement delivers the positive impacts for organizations, engage with work, engage with organization, that the employee has the feeling to work and get the accomplishment, good attitude towards work, joy with their current work, love to learn new things or additional from current jobs, be patience with the obstacles they face with, however, how we can sustain these factors with employee or how an individual consistently feels over a period of time. Raymond B Cattell¹⁸⁸ stated the source traits is the personality traits that be stable in the human whole life. On the other hands, Buddhist's belief, if people can apply Dhamma's principles in the organization, then the employees can have sustainable employee engagement by occurring from their inner mind and inner self. Therefore, the researcher is interested to study Buddhist principle called Iddhipāda Four¹⁸⁹.

2.4.3 Concept of Sustainable Employee Engagement

The development of inner mind is very important for Thai people. Therefore, Buddhist principles and practices, focusing on inner happiness and focus on ourself rather than others. Iddhipāda Four is the path of accomplishment; basis for success that be applied for traits of sustainable employee engagement. It consists of four elements; Chanda, Vīriya, Citta, Vīmaṁsā. Chanda is the will, aspiration. Vīriya is the energy; effort; exertion. Citta is the thoughtfulness; active thought. Vīmaṁsā is the investigation, examination; testing. The most venerable Phra Dharmakosajarn (Panya Nantha) described that if we love that thing, care of that thing, that thing will be progress, then thinking and doing will be developed. That is because of we love to do that thing, it is Iddhipāda¹⁹⁰.

¹⁸⁸Raymond B Cattell cited in Jiraporn Tangkittipaporn, **General Psychology**, (Bangkok: Chulalongkorn University Press, 2013), p.221.

¹⁸⁹D.III.221; Vbh.216. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism: Pramuantham Version**, 38th Edition, (Bangkok: Palitham Printing, 2016), p.160.

¹⁹⁰Phra Dharmakosajarn (Panya Nantha), **Dhamma Dictionary**, (Bangkok: Dhammaspa, 2011), p.150.

Iddhipāda¹⁹¹ is the he virtues creating the success in knowledge and wisdom. There are four elements. First, Chanda is the satisfaction with the creation of wisdom and knowledge. Second, Vīriya is the efforts to create wisdom and knowledge. Third, Citta is the attention to the creation of knowledge and wisdom. Forth, Vīmaṃsā is the use of mindfulness to analyze things carefully and comprehensively in order to get the benefits and create the wisdom.

This research, the researcher apply this Iddhipāda Four principle to identify the traits of Sustainable Employee Engagement which are 1) Chanda is the employees have self-passion with positive about their work and organization (loves their organization and their work), 2) Vīriya is the employees have self-dedication that dedicate himself or herself to work, 3) Citta is the employees have self-evaluation for improvement at all times, emphasizing on pros and cons of work done, seeking or searching ways to improve on the jobs performance, 4) Vīmaṃsā is the employees have self-development with regularly, keeping on develop performance that we already evaluated. The Sustainable Employee Engagement can be summarized and illustrated as below Figure 2.7.

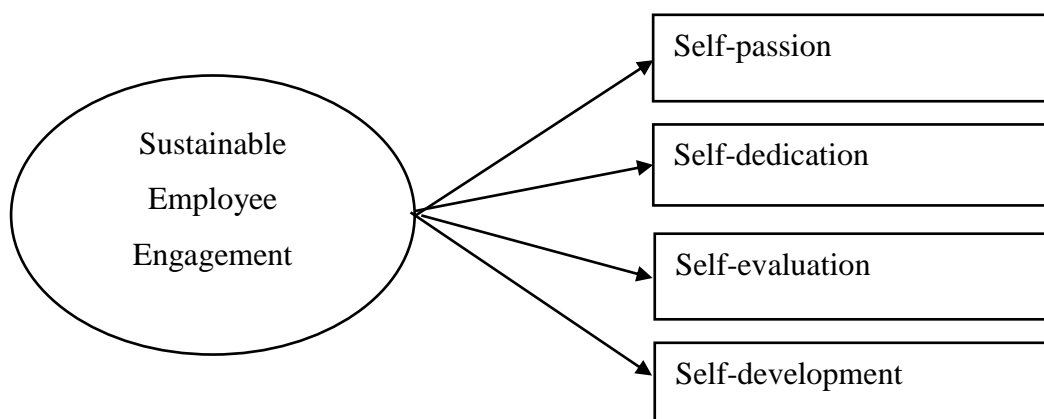


Figure 2.7: Indicators of Sustainable Employee Engagement

¹⁹¹Phra Tewin Thewintho, **Buddhist Ethics**, 2nd Edition, (Bangkok: n.d., 2003) pp.578-579.

2.5 Conceptual Framework

This research, the researcher reviewed the concepts and theories of the traits of employees that can enhance the sustainable employee engagement and also the mediator of traits of leader that can enhance the sustainable engagement by integrating the Buddhist's principles. The conceptual framework is shown as below Figure 2.8.

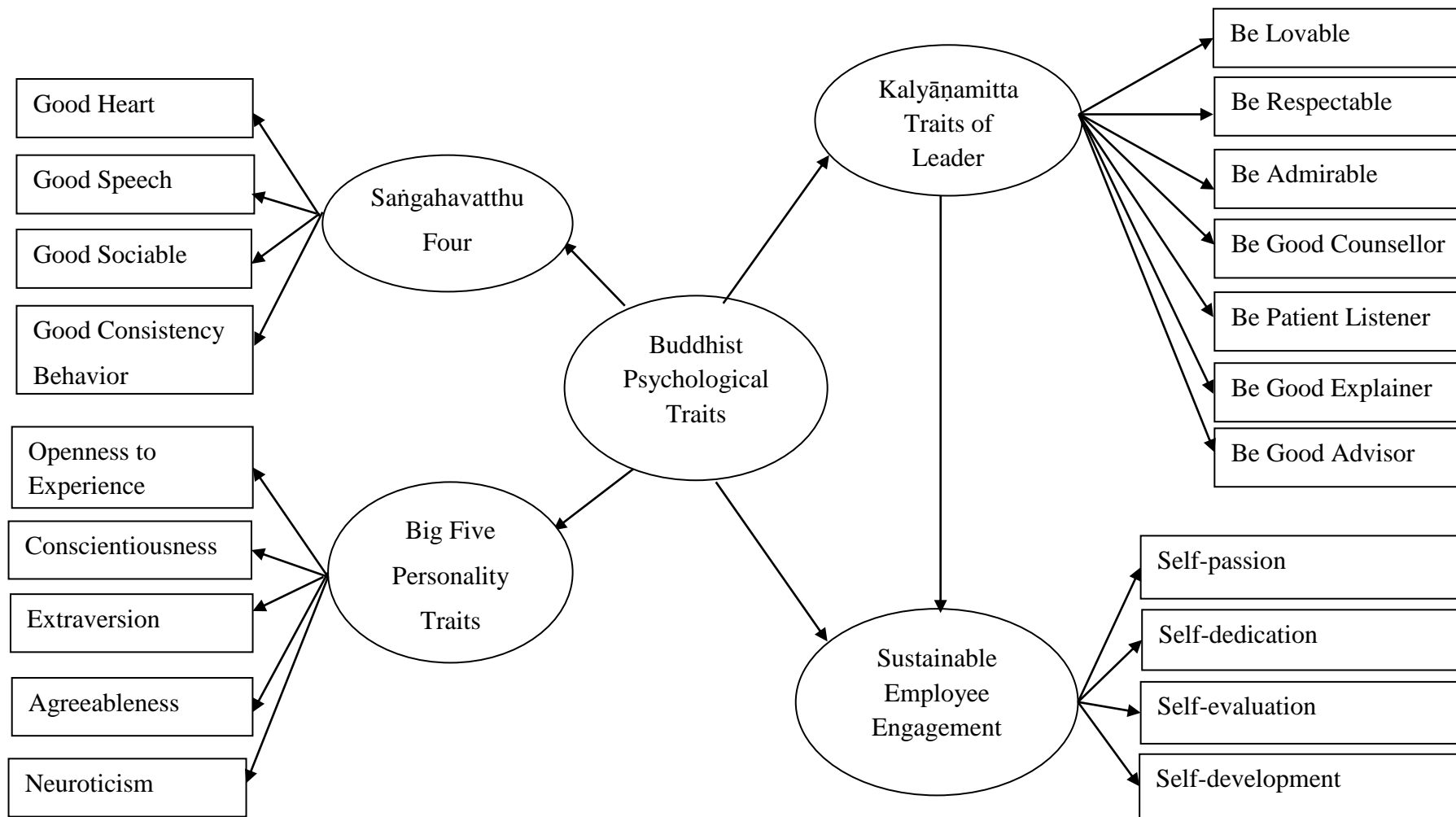


Figure 2.8: Conceptual Framework of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits

CHAPTER III

Research Methodology

This research is to study the development of a causal model of sustainable employee engagement with Buddhist psychological traits. The purposes of this research are 1) to study Buddhist principles and concepts and psychological traits theory for sustainable employee engagement 2) to develop the causal model for sustainable employee engagement with Buddhist psychological traits, and 3) to validate and propose the causal model for sustainable employee engagement with Buddhist psychological traits. Details of research are shown as below topics.

3.1 Research Methodology

3.2 Research Design

3.2.1 Research Design – Qualitative Research

3.2.1.1 Sampling Design

3.2.1.2 Measurement Design

3.2.1.3 Data Analysis - IOC

3.2.2 Research Design – Quantitative Research

3.2.2.1 Sampling Design

3.2.2.2 Measurement Design

3.2.2.3 Data Analysis - CFA

3.1 Research Methodology

This research is mixed methods research consists of qualitative research and quantitative research. This mixed research method is qualitative research as first stage in order to collect the variables for the conceptual framework and then design the instruments in the quantitative research as the second stage. The below diagram is shown the research design.

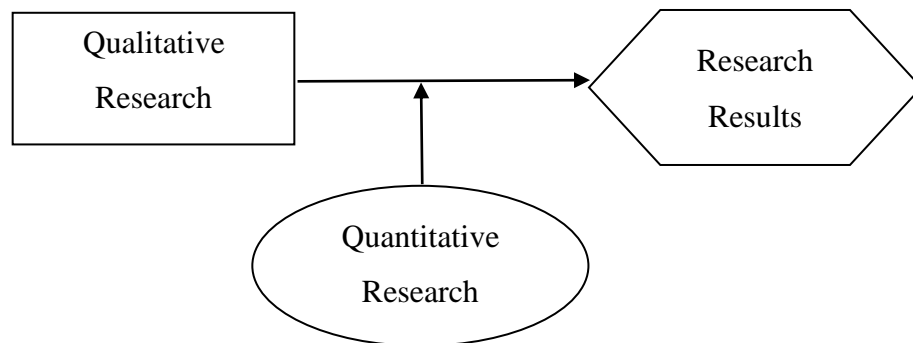


Figure 3.1 Quantitative Method to Extend Qualitative Results¹

Source: Nonglak Wiratchai (2009).

3.2 Research Design

The mixed method research of research design is shown as below Figure 3.2

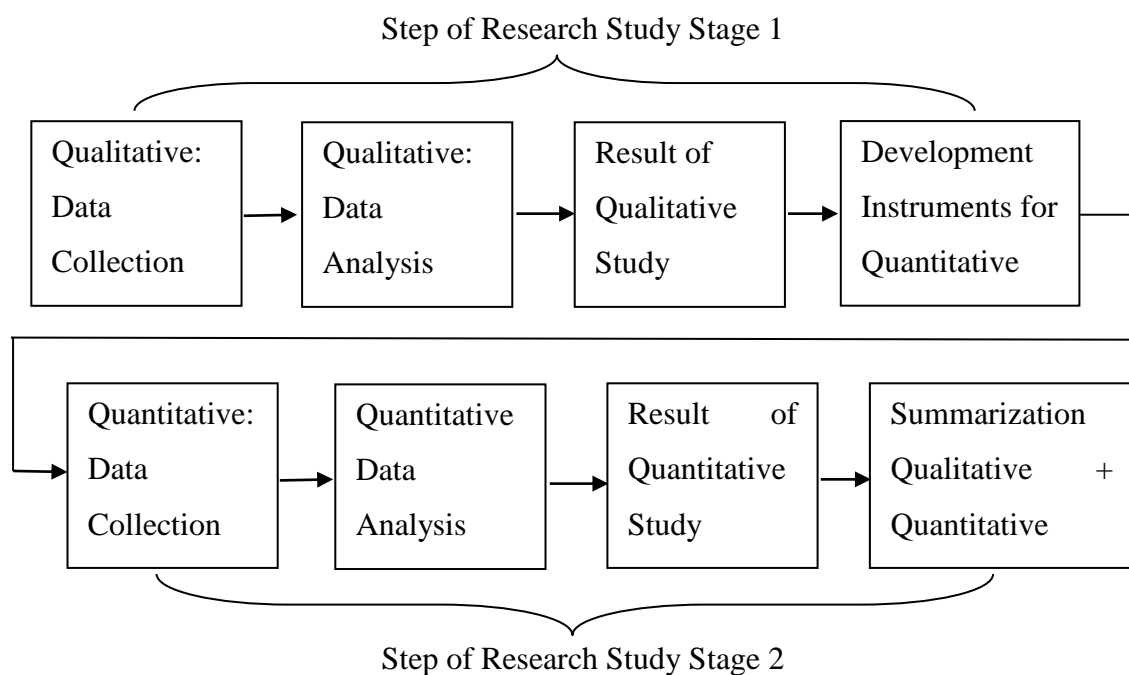


Figure 3.2: Flow of Research Design

Source: Rattana Buasonte² adapted from Creswell and Clark (2007)

¹Nonglak Wiratchai (2009) cited in Lampong Klomkul, "Effects of Reflection Process on the Effectiveness of Classroom Action Research: Mixed Methods Research", **Doctor of Philosophy Program in Educational Research Methodology**, (Department of Educational Research and Psychology, Faculty of Education, Chulalongkorn University, 2011), p.75.

From the above Figure 3.2, the below steps describing both qualitative research and quantitative research are Sampling Design, Measurement Design and Analysis Design.

3.2.1 Research Design: Qualitative Research

The Qualitative Research, the researcher reviewed the literature and analysed the data from the primary and secondary data in order to design the conceptual framework as below.

1) The researcher collected the data from the primary sources and secondary source i.e. English Tipitake, Dhamma books, textbooks, academic journals, dissertations, encyclopedia.

2) The researcher collected the data by in-depth interview of three expert groups of fifteen which were classified as below:

2.1) five venerable monks

2.2) five academic lecturers or professors of industrial and organizational psychology

2.3) five executive management in human resource of the private organization.

3.2.1.1 Sampling Design

Sampling size

The first stage of qualitative research, the selection of the key informants by using Purposive Sampling^{3 4} based on the purposeful sampling^{5 6} that the researcher

²Rattana Buasonte, **Mixed Methods in Research and Evaluation**, (Bangkok: Chulalongkorn University Printing, 2012), p.115.

³Louis Cohen, Lawrence Manion & Keith Morrison, **Research Method in Education**, Sixth Edition, (USA: Taylor & Francis e-Library, 2007), pp.114-115.

⁴W. Lawrence Neuman, **Social Research Methods: Qualitative and Quantitative Approaches**, 6th Edition, (USA: Pearson Education, 2006), p.222.

⁵Ongart Naipat, **Quantitative and Qualitative Research Methodologies in Behavioral and Social Sciences**, (Bangkok: Samladda Printning, 2005), p.110.

⁶Wannee Kamkes, **Research Methodology in Behavioral Sciences**, 3rd Edition, (Bangkok: Chulalongkorn University Printing, 2012), pp.193-195, 290.

identified the experts who have the qualified and expertise in general terms of Buddhist principles, industrial and organizational psychology, human resource management and development in the organization. There were 15 key informants by using selection criteria of each group as below:

1) First group: the venerable monks

The qualifications are being leader managing the sangha (monks) group in temple or in sangha organizations. The number of key informants were 5 venerable monks.

2) Second group: academic lecturers or experts

The qualifications are being the lecturer or professional in industrial and organizational psychology. The number of key informants were 5 participants

3) Third group: executive in management level of human resource department of private organizations.

The qualifications are the professional executive level who has the competency in human resource management in the private organization. The number of key informants were 5 participants.

3.2.1.2 Measurement Design

1. Instruments

The questions were developed by using Semi-Structured Interview⁷. The format of the questionnaires was consisted of three parts which in Thai language.

- 1) The general information of objectives of the interview and this research.
- 2) The guideline questions related to overview information related to this research, there are four questions.
- 3) The guideline questions related to the research framework and variables, there are five questions.

The questions were proved by the dissertation supervisors in order to cover all the topics related to the research study. The researcher tested the questions by

⁷Ongart Naipat, **Quantitative and Qualitative Research Methodologies in Behavioral and Social Sciences**, (Bangkok: Samladda Printining, 2005), p.173.

asking to the selected participants before conducting in-depth interview process with the key informants.

2. Data Collection

The researcher used the field survey method⁸ by conducting the face-to-face in-depth interview. Prior to conducting the interview, the researcher contacted the key informants and asked for his or her approval first and then made appointment on their convenient date and time for conducting the interview. The researcher sent the letter issued by the Buddhist Psychology Department attachment with guideline questions via email.

3.2.1.3 Data Analysis

The researcher analysed the content analysis⁹ of the data from in-depth interview by using the predetermined lists, classifying, categorizing the data and ordering the data according to the guideline of questions, and interpreting the interview data¹⁰. These data confirmed the grounded research framework of development of causal model for sustainable employee engagement with Buddhist psychological traits. The operational definitions used in this research were defined for constructed the questionnaires in the next step.

3.2.2 Research Design Stage 2: Quantitative Research

In the second stage, the data collection from in-depth interview was synthesized and the researcher developed the questionnaire as the instrument.

3.2.2.1 Sampling Design Population

⁸Ibid. p.144.

⁹Louis Cohen, Lawrence Manion & Keith Morrison, **Research Method in Education**, 6th Edition, (USA: Taylor & Francis e-Library, 2007), p.475.

¹⁰Ibid, p.368.

Population is the employees who are working in companies where located in Bangkok. There are total 3,146,900¹¹ employed people in workforce. The target population is the employed employees.

Sampling size

The sampling size was designed by using Hair et.al.¹² formula, 5 to 20 participants for one parameter in the model or calculation from number of path relevant to each variable in the research model. In this research, the parameter estimation of the conceptual model was 45 parameters, the research used 10 participants for one parameter, therefore, the suitable sampling size was minimum 450 participants. The distribution of questionnaire was 600 participants, the returned questionnaires using in the research and analysis was 540 participants.

Selection of Sample

This research used probability sampling¹³ by using two-stage simple random sampling method.

First was the selection of company with criteria 1) location in Bangkok, 2) more than 200 employees in organization and 3) operating business more than 10 years.

There were companies with have more than 200 employees in Bangkok 1,173 companies¹⁴.

¹¹National Statistical Office, Ministry of Information and Communication Technology, **Labour Force Survey Report February 2017**, Source: <http://www.nso.go.th/sites/2014en/Survey/social/labour/LaborForce/2017/Feb2017Eng.pdf> [28 November 2017].

¹²Hair et.al. cited in Lampong Klomkul, "Effects of Reflection Process on the Effectiveness of Classroom Action Research: Mixed Methods Research", **Doctor of Philosophy Program in Educational Research Methodology**, (Department of Educational Research and Psychology, Faculty of Education, Chulalongkorn University, 2011), p.95.

¹³Sirichai Kanjanawasee, **Applied Statistics for Behavioral Research**, 6th Edition, (Bangkok: Chulalongkorn University Printing, 2012), pp.132-139.

Second was the selection the employees who work in those private company with no diversity of gender, marital status, education, experience and position.

According to the statistic of total workforce in this group, there were 38.2 percent or 784,278 people of the total workforce who worked in the companies which have more than 200 employees in Bangkok¹⁵. Below Table 3.1 shows the sampling size.

Table 3.1: Indication of Population and Sampling Size of Private Firms

Company	No. of Firms	Number of Employees (Approximately)	Sampling size
Telecommunication	2	12,500	170
Security Services	2	19,000	140
Banking & Non-Finance Firm	3	38,200	120
Transportation	1	1,500	30
Commercial	2	2,000	140
Total	10		600

3.2.2.2 Measurement Design

The second stage of this research, the measurement design can classify in 1) development and measurement the instruments and 2) Data collection.

1) Development and measurement the instruments

This research, the instruments was questionnaire. The questionnaire was developed and constructed by the researcher, composed of five parts. The

¹⁴National Statistical Office, **Business and Industry Sectors 2012: Bangkok**, [Online], Source: <http://www.nso.go.th/sites/2014/Documents/bkksum-2555.pdf> [28 November 2017].

¹⁵National Statistical Office, **Business and Industry Sectors 2012: Bangkok**, [Online], Source: <http://www.nso.go.th/sites/2014/Documents/bkksum-2555.pdf> [28 November 2017].

introduction of the questionnaire with cover letters was designed and constructed in Thai language.

Part 1: The demographic information consists of gender, age, educational level, total working experience, experience in the current organization, and position in the current organization. The information was checklist format for checking the background of participants.

Part 2: the questionnaire measured Buddhist principle based on Saṅgahavattu Four for enhancing sustainable employee engagement.

Part 3: the questionnaire measured the personality traits applied Big Five personality traits as the field study for enhancing sustainable employee engagement.

Part 4: the questionnaire measured Buddhist principle based on Kalyāṇamitta traits of leader for enhancing sustainable employee engagement.

Part 5: the questionnaire measured sustainable employee engagement based on Buddhist principle - Iddhipāda Four.

The questionnaire was constructed measuring all observed variables that collected from in-depth interview in the form of 5-rating Likert scale ranging from ‘Strongly agree’ to ‘Strongly disagree’, as illustrated below Table 3.2

Table 3.2: Criteria of Scoring Scale of the Questionnaires Part 2 – Part 5

Score Level	Positive Question	Negative Question
Strongly Agree	5	1
Agree	4	2
Moderately Agree	3	3
Disagree	2	4
Strongly Disagree	1	5

Data interpretation, the average criteria are as follows;

Average 4.51-5.00 represents the participants are strongly agree.

Average 3.51-4.50 represents the participants are agree.

Average 2.51-3.50 represents the participants are moderately agree.

Average 1.51-2.50 represents the participants are disagree.

Average 1.00-1.50 represents the participants are strongly disagree.

The researcher developed the instruments as following steps.

Step 1: studies the variables of research framework and the measured variables were coded to be operational definitions.

This research, the researcher used two sources of data to code the operational definition. First source was from reviewing the documents such as Buddhist textbook, encyclopedia, dissertations, academic journals that initiate the preliminarily conceptual framework. Second source was from the field study, in-depth interview. The designed variables related to the framework were coded.

Step 2: defining the operational terms and definitions.

The researcher defined the operational terms based on the behaviors of the employee and leader that needed to measure and cover in this research

Step 3: constructing the draft questionnaires

The researcher constructed the questionnaires according to the operational terms. The first draft was verified and proved by research supervisor whether to cover all the contents. Then the researcher corrected the contents according to the supervisor's recommendations. The scoring scale criteria is shown in Table 3.2.

Step 4: validating the Content Validity

The item content validity, the contents of the questionnaires must be checked by three to seven experts¹⁶. This research, the questionnaire was submitted to and verified by five academic experts. The analysis of IOC (Index of Item-Objective Congruence) was proved whether the developed questionnaire was well accepted. Then the questionnaire was corrected and revised before distribution to the try out group.

Step 5: validating Reliability

The reliability of the questionnaire was determined to ensure that the responses collected by the designed instrument were reliable and consistent. Try out test, the proved questionnaire was distributed to 30 participants who were not be the

¹⁶Wanee Kamkes, **Research Methodology in Behavioral Sciences**, 3rd Edition, (Bangkok: Chulalongkorn University Printing, 2012), p.219.

sampling size. Then analysis of Reliability was calculated for Internal Consistency Reliability by Cronbach's alpha coefficient.

2) Data Collection

The data collection was using questionnaire, survey. The questionnaires were distributed to the selected organizations in Bangkok Metropolitan Area and gave to the employees in those organizations. Questionnaires were distributed by hard copy to Human Resource Department of the organizations or direct to the employees themselves. Prior to data analysis, the researcher checked the returned questionnaire by eliminating the uncompleted questionnaire out, the completeness that the participants answered every question and the accuracy that a tick in the correct box (Moser and Kalton)¹⁷.

3.2.2.3 Data Analysis

The researcher proceeded the data analysis.

1) The measurement of the quality of instrument

The analysis of Content Validity, item Content Validity was measured by IOC (Index of Item-Objective Congruence). The weighted score of each item greater than 0.5 scores level is accepted.

The score range can be identified +1 to -1 as below

- +1 represents Congruent
- 0 represents Questionable
- 1 represents Incongruent¹⁸

The criteria to accept the items, if $IOC > 0.50$, the questionnaire is measured in accordance with the content and objective, if $IOC < 0.05$, the

¹⁷Moser and Kalton (1977) cited in Louis Cohen, Lawrence Manion & Keith Morrison, **Research Method in Education**, 6th Edition, (USA: Taylor & Francis e-Library, 2007), p.348.

¹⁸Boonjai Srisatidnarakul, **Development and Validation of Research Instruments: Psychometric Properties**, (Bangkok: Chulalongkorn University Printing, 2012), p.122.

questionnaire is not measured in accordance with the content and objective¹⁹. The IOC is calculated as below formula.

$$IOC = \Sigma R/N$$

When IOC is Index of Item-Objective Congruence

R is the opinion of experts

N is number of experts

In this research, the scores lower than 0.5 were revised or deleted in order to comply with the operational terms²⁰. On the other hand, the items that had scores higher than or equal to 0.5 were reserved.

The principles to adjust the questions in the questionnaires, the researcher did below steps:

Step 1: The researcher discussed with the experts who gave the recommendations what was the issue of that questions with deeply and precisely defined.

Step 2: If the questions did not relate to the research variables and operational terms, the questions were adjusted according to the expert's recommendations. The researcher considered all the experts' recommendations under the same item whether there were reasonable and valuable to adjust those questions.

The questionnaire was consisted of 112 questions. The results of IOC (Index of Item-Objective Congruence) of this research are illustrated below Table 3.3.

¹⁹Wanee Kamkes, **Research Methodology in Behavioral Sciences**, 3rd Edition, (Bangkok: Chulalongkorn University Printing, 2012), p.219.

²⁰Boonjai Srisatidnarakul, **Development and Validation of Research Instruments: Psychometric Properties**, (Bangkok: Chulalongkorn University Printing, 2012), pp.122-123.

Table 3.3: The Result of IOC (Index of Item-Objective Congruence) Analysis.

Questionnaires Part	Questions	Results of IOC Range	Number of Questions
2	Buddhist Traits based on Saṅgahavatthu Four		
	- Good Heart	0.80 – 1.00	6
	- Good Speech	0.80 – 1.00	6
	- Good Sociable	0.60 – 1.00	6
	- Good Consistency Behavior	0.80 – 1.00	6
3	Personality Traits based on modification of Big Five Theory		
	- Conscientiousness	0.60 – 1.00	7
	- Optimistic	0.60 – 1.00	7
	- Recognition of Differences	0.60 – 1.00	7
	- Friendliness	1.00 – 1.00	7
4	Kalyāṇamitta traits of leaders		
	- Be Lovable	0.60 – 1.00	6
	- Be Respectable	0.60 – 1.00	6
	- Be Admirable	0.80 – 1.00	6
	- Be Good Counsellor	0.60 – 1.00	6
	- Be Good Communicator	0.80 – 1.00	6
	- Be Good Advisor	0.60 – 1.00	6
5	Sustainable Employee Engagement based on Iddhipāda Four		
	- Self-passion	0.80 – 1.00	6
	- Self-dedication	1.00 – 1.00	6
	- Self-evaluation	0.60 – 1.00	6
	- Self-development	0.60 – 1.00	6
	Total of question items		112

The analysis of Reliability

Reliability is to ensure the internal consistency²¹ of the items in the questionnaire. This research measured the Internal Consistency Reliability by using Cronbach's Alpha Coefficient. Louis Cohen, Lawrence Manion & Keith Morrison (2007) illustrated the value of Coefficient Cronbach's Alpha (α) as following:

Cronbach's Alpha Coefficient (α)	Internal Consistency Level
≥ 0.9	Very highly reliable
0.80–0.90	Highly reliable
0.70–0.79	Reliable
0.60–0.69	Marginally/minimally reliable
<0.60	Unacceptably low reliability

Source: Louis Cohen, Lawrence Manion & Keith Morrison (2007)

The results of reliability, if the reliability score is nearly 1, it means that the consistent of questionnaire is high. This research questionnaire, all scales had good reliabilities which more than 0.7 and overall scale had the total reliability of 0.947 as shown below Table 3.4.

Table 3.4: The Results of Reliability Analysis - Cronbach's Alpha Coefficient (α)

Questionnaires Part	Questions	Result of Cronbach's Alpha Coefficient (α)
2	Buddhist Traits	0.700
3	Personality Traits	0.845
4	Kalyāṇamitta Traits of Leader	0.951
5	Sustainable Employee Engagement	0.847
Total reliability of all Questionnaires		0.947

²¹Louis Cohen, Lawrence Manion & Keith Morrison, **Research Method in Education**, 6th Edition, (USA: Taylor & Francis e-Library, 2007), p.506.

The analysis of Construct Validity

The Construct Validity was measured by Confirmatory Factor Analysis (CFA).

To measure the Construct Validity of the obtained data, the researcher has analyzed the correlation between variables to obtain the matrix of correlation coefficients between variables in each construct. The purpose is to check whether the components of each variables, the data is suitable for factor analysis or not. The coefficient of correlation describes the relationship between two variables. Interpreting the correlation coefficient, low or near zero values indicates weak relationship or less relevant or no correlation, while those nearer to +1 or -1 suggest stronger relationships²². It is not necessary to apply the matrix that has no correlation coefficient to measure the factor analysis. For the hypothesis statistic of **Bartlett's Test of Sphericity** and **Kaiser Index (Kaiser - Meyer - Olkin Measure of Sampling Adequacy = KMO)**, KMO should be close to one. If the value is less, the correlation between the variables is less and it is not suitable for measuring factor analysis. The details of KMO index is between 0.00 – 1.00 is below criteria²³.

Index of Kaiser – Meyer - Olkin (KMO)	Suitable for CFA
KMO > .90	Marvelous
.80 < KMO < .89	Meritorious
.70 < KMO < .79	Middling
.60 < KMO < .69	Mediocre
.50 < KMO < .59	Miserable
KMO < .50	Unacceptable

²²Louis Cohen, Lawrence Manion & Keith Morrison, **Research Method in Education**, Sixth Edition, (USA: Taylor & Francis e-Library, 2007), p.535.

²³Boonjai Srisatidnarakul, **Development and Validation of Research Instruments: Psychometric Properties**, (Bangkok: Chulalongkorn University Printing, 2012), pp.173.

To examine the Construct Validity and analysis the model fit by using LISREL program requires the preparation of correlation coefficient matrix between variables of each construct. Interpreting the correlation coefficient, the researcher used the interpretation of the correlation dimension as follows.

Relationship Score	Description
0.0 - 0.3	Relationship is very low.
0.3 – 0.5	Relationship is low.
0.5 – 0.7	Relationship is moderate.
0.7 – 0.9	Relationship is high.
0.9 – 1.0	Relationship is highest.

Construct Reliability should be 0.7 or higher to adequate the convergence or internal consistency²⁴.

To establish the convergent and discriminant validity of the studies constructs, and find the correlation coefficient matrix between variables of each construct, the researcher analyzes the Confirmatory Factor Analysis (CFA) with LISREL by using data from the questionnaires distributed to 90 participants. The results shown as below.

1) Confirmatory Factor Analysis (CFA) of Buddhist Traits (BT)

Construct validity of Buddhist Traits (BT), the analysis of the relationship between variables using Pearson's correlation coefficient, the variables that identified component of Buddhist Traits (BT), the coefficient of correlation was between 0.249 - 0.690, the statistical significance level at .01 and .05. The relationship between variables was positively correlated from low to moderate. The highest correlation coefficient were Good Heart (BT1) and Good Speech (BT2), and followed by Good Speech (BT2) and Good Sociable (BT3). Bartlett's Test of Sphericity was 138.623 ($p=.000$) indicating that the matrix correlation coefficient differs significantly from the

²⁴Joseph F. Hair Jr. et.al., **Multivariate Data Analysis**, [Online], Source: https://is.muni.cz/el/1423/podzim2017/PSY028/um/_Hair_-_Multivariate_data_analysis_7th_revised.pdf, 7th Edition, (2010), p.666 [20 January 2018].

identity matrix. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was equal to .700 indicating that the observed variables of the data are sufficiently correlated to analyze the confirmatory factor analysis which indicating as below Table 3.5.

Table 3.5: Mean, Standard Deviation, Pearson Correlation Coefficient between Study Variables of Buddhist Traits (BT)

Observed Variables	BT1	BT2	BT3	BT4
BT1	1.000			
BT2	.690**	1.000		
BT3	.494**	.618**	1.000	
BT4	.249*	.546**	.469**	1.000
Mean	4.198	4.096	4.120	3.924
Standard Deviation	0.498	0.530	0.549	0.556

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) 0.700

Bartlett's Test of Sphericity Approx. Chi-Square 138.623 df 6 Sig. 0.000

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note: * $p < .05$ ** $p < .01$; $n=90$; scoring 5 level

Results of the analysis confirmed the construct of Buddhist Traits (BT), the construct was fitted with the empirical data, considered from the chi-square ($\chi^2 = 0.38$, $df = 1$, $p = 0.53$), the difference from zero that was not significant. The GFI was 1.00, AGFI was 0.98 and RMSEA was 0.00 indicating that the model was fitted with the empirical data. The factor loading of all variables are positive between 0.62 to 0.89 at .01 level of significance. The highest factor loading was Good Speech (BT2) at 0.89 and the average variance extracted (AVE) value of the construct Buddhist Traits (BT) was 80% percent. Followed by Good Heart (BT1), the factor loading was 0.75 and the average variance extracted (AVE) value of the construct Buddhist Traits (BT) was 56 percent. These indicates that all variables were important variables of the construct for Buddhist Traits (BT) illustrated as below Table 3.6 and Figure 3.3.

Table 3.6: Confirmatory Factor Analysis of Buddhist Traits (BT)

Variables	Factor Loading		t	R ²	Factor Score Coefficient
	B (beta)	b(SE)			
Good Heart (BT1)	0.75	2.25(0.29)	7.65**	0.56	0.10
Good Speech (BT2)	0.89	5.07(0.51)	9.96**	0.80	0.08
Good Sociable (BT3)	0.72	4.10(0.54)	7.55**	0.52	0.03
Good Consistency Behavior (BT4)	0.62	0.89(0.15)	5.93**	0.38	0.16
$\chi^2 = 0.38$ df = 1 p = 0.5356 GFI = 1.00 AGFI = 0.98 RMSEA = 0.00					

Note: **p < .01

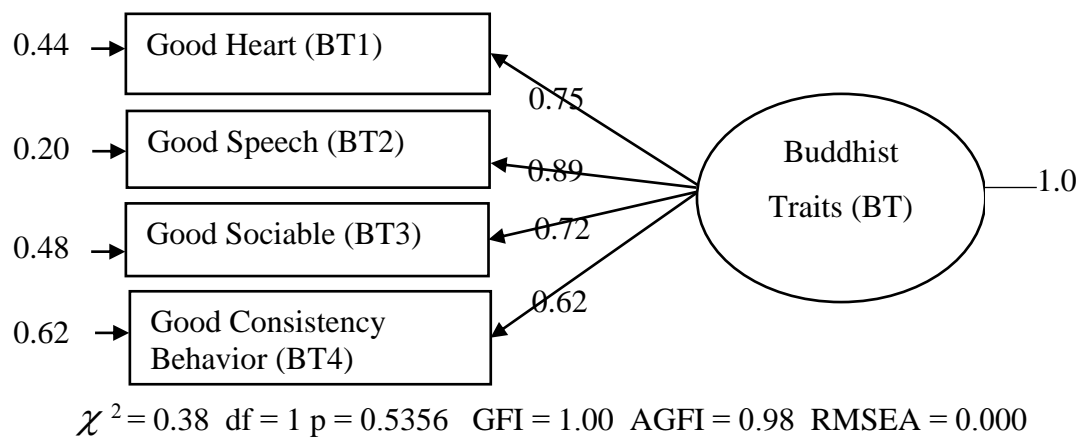


Figure 3.3: Confirmatory Factor Analysis (CFA) of Buddhist Traits (BT)

2) Confirmatory Factor Analysis (CFA) of Personality Traits (PT)

Construct validity of Personality Traits (PT), the analysis of the relationship between variables using Pearson's correlation coefficient, the variables that identified component of Personality Traits (PT), the coefficient of correlation was between 0.320 - 0.746, the statistical significance level at .01 and .05. The relationship between variables is positively correlated from low to high. The highest correlation coefficient were Conscientiousness (PT1) and Optimistic (PT2), and followed by Conscientiousness (PT1) and Friendliness (PT4). Bartlett's Test of Sphericity was 147.944 (p=.000) indicating that the matrix correlation coefficient differs significantly from the identity matrix. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy

(KMO) was 0.728 indicating that the observed variables of the data were sufficiently correlated to analyze the confirmatory factor analysis which shown as below Table 3.7.

Table 3.7: Mean, Standard Deviation, Pearson Correlation Coefficient between Study Variables of Personality Traits (PT)

Observed Variables	PT1	PT2	PT3	PT4
PT1	1.000			
PT2	.746**	1.000		
PT3	.426**	.320**	1.000	
PT4	.616**	.560**	.544**	1.000
Mean	4.179	4.071	3.994	4.162
Standard Deviation	0.479	0.542	0.409	0.400
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) 0.728				
Bartlett's Test of Sphericity Approx. Chi-Square 147.944 df 6 Sig. 0.000				

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

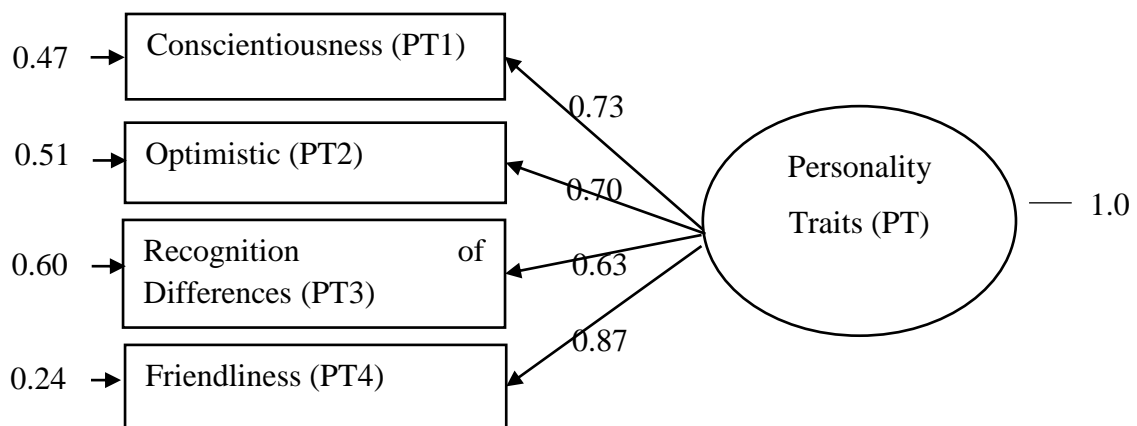
Note: * $p < .05$ ** $p < .01$; $n=90$; scoring 5 level

Results of the analysis confirmed the construct of Personality Traits (PT)), the construct was fitted with the empirical data, considered from the chi-square ($\chi^2 = 0.03$ df = 1 $p = 0.87$), the difference from zero that was not significant. The GFI was 1.00, AGFI was 1.00 and RMSEA was 0.00 indicating that the model was consistent with the empirical data. The factor loading of all variables were positive values between 0.63 to 0.87, and all variables at .01 level of significance. The highest factor loading was Friendliness (PT4) at 0.87 and the average variance extracted (AVE) value of the construct for Personality Traits was 76% percent. Followed by Conscientiousness (PT1), the factor loading was 0.73 and the average variance extracted (AVE) value of the construct for Personality Traits was 53% percent. The lowest factor loading was Recognition of Differences (PT3) at 0.63 and the average variance extracted (AVE) value of the construct for Personality Traits was 40% percent. These indicates that all variables were important variables of the construct for Personality Traits (BT) as shown in Table 3.8 and Figure 3.4.

Table 3.8: Confirmatory Factor Analysis of Personality Traits (PT)

Variables	Factor Loading		t	R ²	Factor Score Coefficient
	B(beta)	b(SE)			
Conscientiousness (PT1)	0.73	3.02(0.44)	6.90**	0.53	0.04
Optimistic (PT2)	0.70	0.38(0.06)	6.54**	0.49	0.25
Recognition of Differences (PT3)	0.63	1.08(0.18)	6.07**	0.40	0.10
Friendliness (PT4)	0.87	8.07(0.96)	8.43**	0.76	0.06
$\chi^2 = 0.03$ df = 1 p = 0.87 GFI = 1.00 AGFI = 1.00 RMSEA = 0.00					

Note: **p < .01



$$\chi^2 = 0.03 \text{ df} = 1 \text{ p} = 0.87 \text{ GFI} = 1.00 \text{ AGFI} = 1.00 \text{ RMSEA} = 0.00$$

Figure 3.4: Confirmatory Factor Analysis (CFA) of Personality Traits (PT)

3) Confirmatory Factor Analysis (CFA) of Buddhist Psychological Traits (BPT)

Construct validity of Buddhist Psychological Traits (BPT), the analysis of the relationship between variables using Pearson's correlation coefficient, the variables that identified the construct of Buddhist Psychological Traits (BPT), the coefficient of correlation was between 0.178 - 0.746, the statistical significance level at .01 and .05. The relationship between variables was positively correlated from low to moderate. The highest correlation coefficient were Conscientiousness (PT1) and Optimistic (PT2), and followed by Good Heart (BT1) and Good Speech (BT2).

While the lowest correlation coefficient were Good Consistency Behavior (BT4) and Recognition of Differences (PT3). Bartlett's Test of Sphericity was 375.829 ($p=.000$), indicating that the matrix correlation coefficient differs significantly from the identity matrix. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was equal to .811 indicating that the observed variables of the data were sufficiently correlated to analyze the confirmatory factor analysis which indicating as below Table 3.9.

Table 3.9: Mean, Standard Deviation, Pearson Correlation Coefficient between Study Variables of Buddhist Psychological Traits (BPT).

Variables	BT1	BT2	BT3	BT4	PT1	PT2	PT3	PT4
BT1	1.000							
BT2	.690**	1.000						
BT3	.494**	.618**	1.000					
BT4	.249*	.546**	.469**	1.000				
PT1	.433**	.535**	.588**	.617**	1.000			
PT2	.393**	.495**	.467**	.515**	.746**	1.000		
PT3	.284**	.407**	.451**	.178	.426**	.320**	1.000	
PT4	.363**	.545**	.538**	.568**	.616**	.560**	.544**	1.000

Kaiser-Meyer-Olkin Measure of Sampling Adequacy. 0.811

Bartlett's Test of Sphericity Approx. Chi-Square 375.829 df 28 Sig. 0.000

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note: * $p < .05$ ** $p < .01$; $n=90$; scoring 5 level

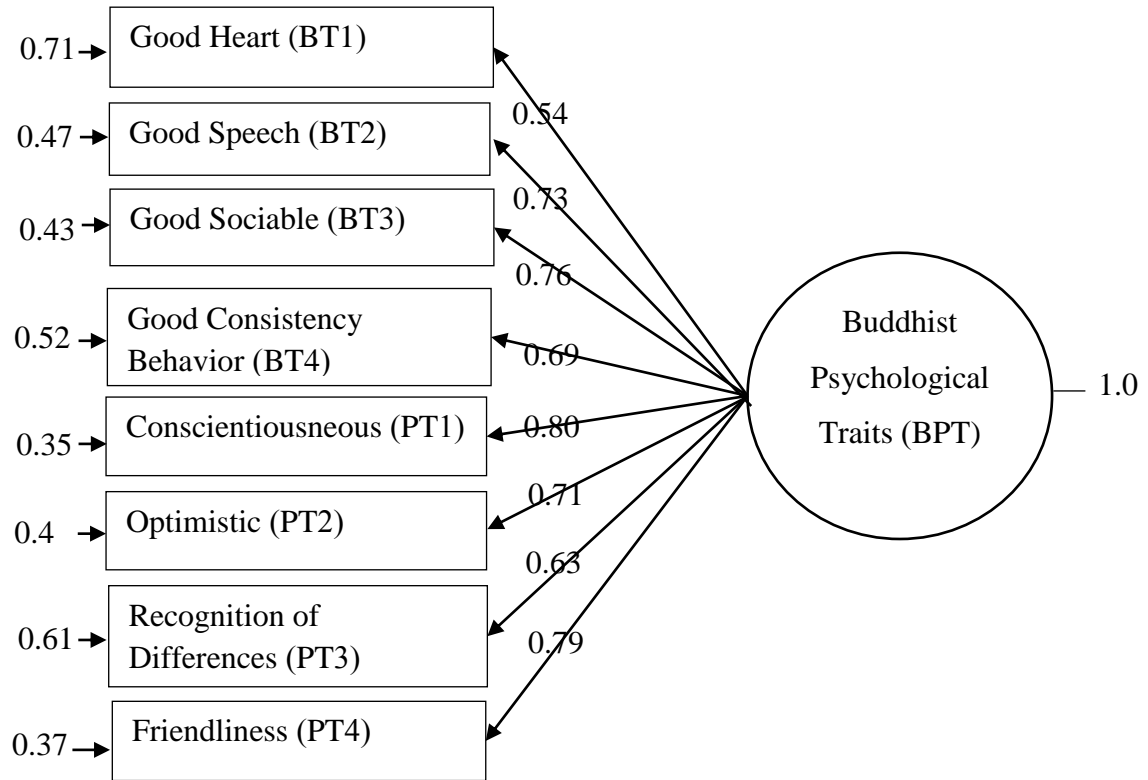
Results of the analysis confirmed the construct of Buddhist Psychological Traits (BPT), the construct was fitted with the empirical data, considered from the chi-square ($\chi^2 = 16.97$ df = 15, $p = 0.32$) which different from zero was not significant. The GFI was 0.95, AGFI was 0.89 and RMSEA was 0.038 indicating that the model is consistent with the empirical data. The factor loading of all variables were positive values between 0.54 to 0.80, and all variables at the .01 level of significance. The highest factor loading was Conscientiousness (PT1) at .80 and the average variance extracted (AVE) value of the construct for Buddhist Psychological Traits was 65 percent. The followed by Friendliness (PT4), the factor loading was at .79 and the

average variance extracted (AVE) value of the construct for Buddhist psychological traits was 63 percent. Good Sociable (BT3), the factor loading was .76 and the average variance extracted (AVE) value of the construct for Buddhist Psychological Traits was 57 percent. The lowest factor loading was Good Heart (BT1) at 0.54 and the average variance extracted (AVE) value of the construct for Buddhist Psychological Traits was 31 percent. These indicates that all variables were important variables of the construct for Buddhist Psychological Traits as below Table 3.10 and Figure 3.5.

Table 3.10: Confirmatory Factor Analysis of Buddhist Psychological Traits (BPT)

Variables	Factor Loading		t	R ²	Factor Score Coefficient
	B (beta)	b(SE)			
Good Heart (BT1)	0.54	1.64(0.31)	5.20**	0.29	0.04
Good Speech (BT2)	0.73	4.15(0.54)	7.74**	0.53	0.01
Good Sociable (BT3)	0.76	4.31(0.53)	8.15**	0.57	0.04
Good Consistency Behavior (BT4)	0.69	1.00(0.14)	7.13**	0.48	0.18
Conscientiousness (PT1)	0.80	3.34(0.38)	8.89**	0.65	0.03
Optimistic (PT2)	0.71	0.39(0.05)	7.35**	0.51	0.26
Recognition of Differences (PT3)	0.63	1.07(0.17)	6.25**	0.39	0.12
Friendliness (PT4)	0.79	7.34(0.84)	8.74**	0.63	0.02
$\chi^2 = 16.97$ df = 15 p = 0.32 GFI = 0.95 AGFI = 0.89 RMSEA = 0.038					

Note: **p < .01



$$\chi^2 = 16.97 \quad df = 15 \quad p = 0.32 \quad GFI = 0.95 \quad AGFI = 0.89 \quad RMSEA = 0.038$$

Figure 3.5: Confirmatory Factor Analysis (CFA) of Buddhist Psychological Traits (BPT)

4) Confirmatory Factor Analysis (CFA) of Kalyāṇamitta Traits of Leader (KTL)

Construct validity of Kalyāṇamitta Traits of Leader (KTL), the analysis of the relationship between variables using Pearson's correlation coefficient, the variables that identified construct of Kalyāṇamitta Traits of Leader (KTL), the coefficient of correlation was between 0.743 - 0.926, at .01 level of significance. The relationship between variables was positively correlated from high to highest. The highest correlation coefficient were Be Respectable (KTL1) and Be Good Counsellor (KTL4), and followed by Be Admirable (KTL3) and Be Good Counsellor (KTL4). Bartlett's Test of Sphericity was 673.204 ($p=.000$) indicates that the matrix correlation coefficient differed significantly from the identity matrix. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was equal to .922 indicating that the observed

variables of the data were sufficiently correlated to analyze the confirmatory factor analysis which indicating as shown below Table 3.11.

Table 3.11: Mean, Standard Deviation, Pearson Correlation Coefficient between Study Variables of Kalyāṇamitta Traits of Leader (KTL)

Variables	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
KTL1	1.000					
KTL2	.851**	1.000				
KTL3	.879**	.839**	1.000			
KTL4	.926**	.831**	.882**	1.000		
KTL5	.793**	.769**	.777**	.849**	1.000	
KTL6	.858**	.781**	.830**	.839**	.743**	1.000
Mean	3.754	4.054	3.909	3.800	3.632	3.778
Standard Deviation	0.774	0.694	0.696	0.881	0.579	0.647
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) 0.922						
Bartlett's Test of Sphericity Approx. Chi-Square 673.204 df 15 Sig. 0.000						

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note: * $p < .05$ ** $p < .01$; $n=90$; scoring 5 level

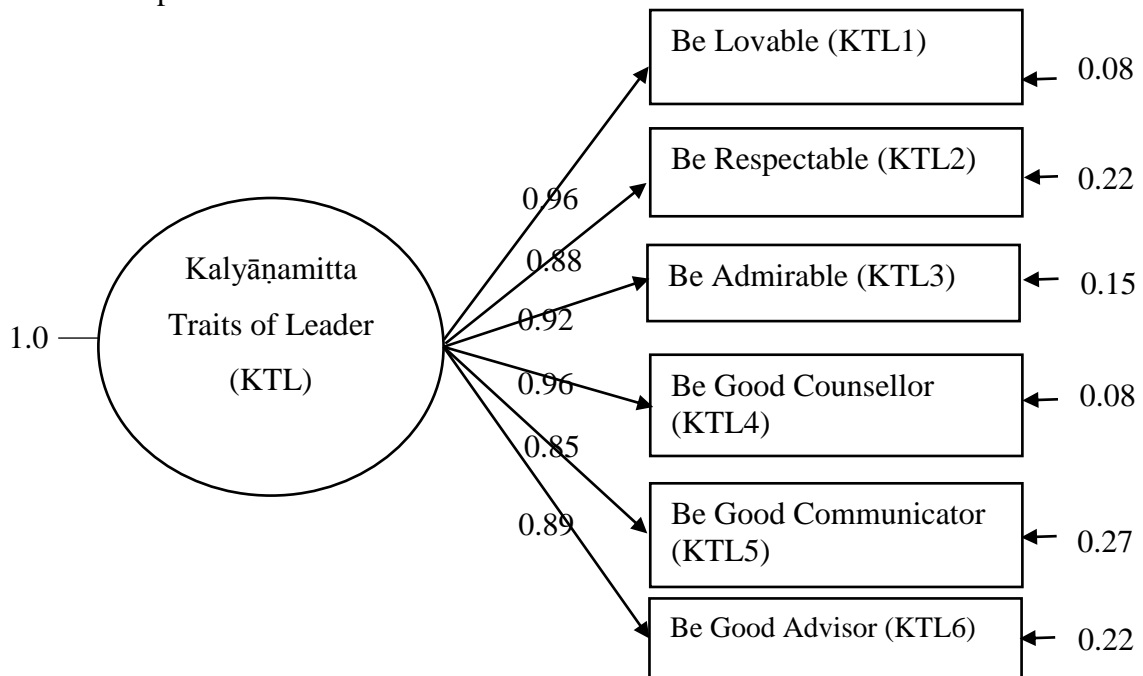
Results of the analysis confirmed the construct of Kalyāṇamitta Traits of Leader (KTL), the construct was fitted with the empirical data, considered from the chi-square ($\chi^2 = 12.72$, $df = 9$, $p = 0.1755$) which different from zero is not significant. The GFI is 0.95, AGFI was 0.89 and RMSEA was 0.068 indicating that the model was consistent with the empirical data. The factor loading of all variables are positive values between 0.85 to 0.96, and all variables at the .01 level of significance. The highest factor loading were Be Lovable (KTL1) and Be Good Counsellor (KTL4) having the same standardized loading which was 0.96 and the average variance extracted (AVE) value of the construct for Kalyāṇamitta Traits of Leader was 92 percent. Followed by Be Admirable (KTL3), the factor loading was 0.92 and the average variance extracted (AVE) value of the construct for Kalyāṇamitta Traits of Leader was 85 percent. The lowest factor loading was Be Good Communicator (KTL5) at 0.85 and the average variance extracted (AVE) value of the construct for Kalyāṇamitta Traits of Leader was

93 percent. These indicates that all variables were important variables of the construct for Buddhist Psychological Traits as show below Table 3.12 and Figure 3.6.

Table 3.12: Confirmatory Factor Analysis of Kalyāṇamitta Traits of Leader (KTL)

Variables	Factor Loading		t	R ²	Factor Score Coefficient
	B (beta)	b(SE)			
Be Lovable (KTL1)	0.96	0.74(0.06)	12.26**	0.92	0.38
Be Respectable (KTL2)	0.88	0.61(0.06)	10.62**	0.78	0.15
Be Admirable (KTL3)	0.92	0.64(0.05)	11.42**	0.85	0.22
Be Good Counsellor (KTL4)	0.96	0.85(0.07)	12.31**	0.92	0.36
Be Effective Communicator (KTL5)	0.85	0.49(0.05)	10.04**	0.73	0.14
Be Good Advisor (KTL6)	0.89	0.57(0.05)	10.65**	0.78	0.16
$\chi^2 = 12.72$ df = 9 p = 0.175 GFI = 0.95 AGFI = 0.89 RMSEA = 0.068					

Note: **p < .01



$\chi^2 = 12.72$ df = 9 p = 0.1755 GFI = 0.95 AGFI = 0.89 RMSEA = 0.068

Figure 3.6: Confirmatory Factor Analysis (CFA) of Kalyāṇamitta Traits of Leader (KTL)

5) Confirmatory Factor Analysis (CFA) of Sustainable Employee Engagement (SEE)

Construct validity of Sustainable Employee Engagement (SEE), the analysis of the relationship between variables using Pearson's correlation coefficient, the variables that identified construct of Sustainable Employee Engagement (SEE), the coefficient of correlation was between 0.216 - 0.691, the statistical significance level at .01 and .05. The relationship between variables was positively correlated from low to moderate. The highest correlation coefficient were Self-development (SSE4), and followed by Self-passion (SSE1) and Self-dedication (SSE2). Bartlett's Test of Sphericity was 110.029 ($p=.000$) indicating that the matrix correlation coefficient differs significantly from the identity matrix. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was equal to .700 indicating that the observed variables of the data were sufficiently correlated to analyze the confirmatory factor analysis which indicating as shown below Table 3.13.

Table 3.13: Mean, Standard Deviation, Pearson Correlation Coefficient between Study Variables of Sustainable Employee Engagement (SEE)

Observed Variables	SEE1	SEE2	SEE3	SEE4
SEE1	1.000			
SEE2	.603**	1.000		
SEE3	.216*	.351**	1.000	
SEE4	.409**	.691**	.369**	1.000
Mean	3.956	4.107	3.561	4.159
Standard Deviation	0.648	0.505	0.437	0.568
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) 0.700				
Bartlett's Test of Sphericity Approx. Chi-Square 110.029 df 6 Sig. 0.000				

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note: * $p < .05$ ** $p < .01$; $n=90$; scoring 5 level

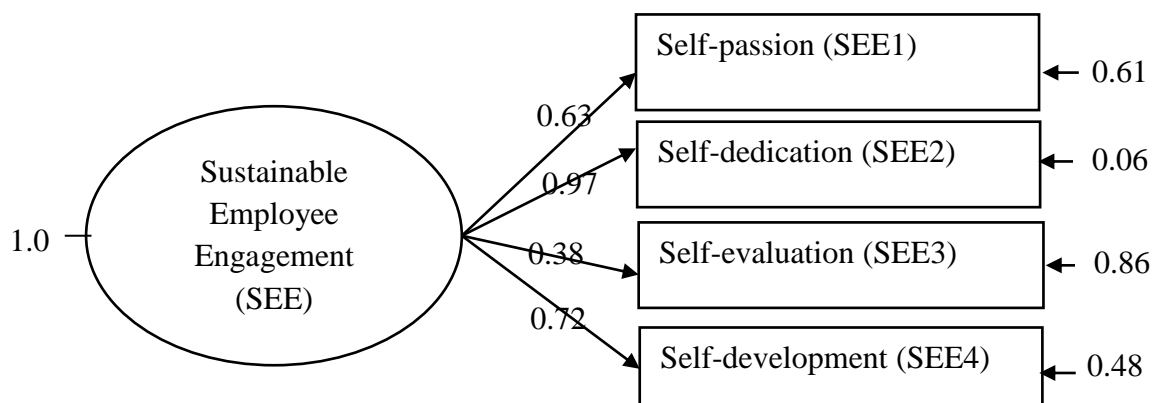
Results of the analysis confirmed the construct of Sustainable Employee Engagement (SEE), the construct was fitted with the empirical data, considered from the chi-square ($\chi^2 = 2.69$, $df = 2$, $p = 0.26$) which different from zero was not significant

The GFI was 0.99, AGFI was 0.93 and RMSEA was 0.062 indicating that the model was fitted with the empirical data. The factor loading of all variables were positive between 0.38 to 0.97, and all variables at .01 level of significance. The highest factor loading was Self-dedication (SEE2) at 0.97 and the average variance extracted (AVE) value of the construct for Sustainable Employee Engagement was 94 percent. Followed by Self-development (SEE4), the factor loading was 0.72 and the average variance extracted (AVE) values of the construct for Sustainable Employee Engagement was 52 percent. Self-passion (SEE1), the factor loading was 0.63 and the average variance extracted (AVE) value of the construct for Sustainable Employee Engagement was 39 percent. The lowest factor loading was Self-evaluation (SEE3) at 0.38 and the average variance extracted (AVE) value of the construct for Sustainable Employee Engagement was 14 percent. These indicates that all variables were important variables of the construct for Sustainable Employee Engagement show in Table 3.14 and Figure 3.7.

Table 3.14: Confirmatory factor analysis of Sustainable Employee Engagement (SEE)

Variables	Factor Loading		t	R ²	Factor Score Coefficient
	B (beta)	b(SE)			
Self-passion (SEE1)	0.63	0.41(0.06)	6.17**	0.39	0.08
Self-dedication (SEE2)	0.97	4.03(0.39)	10.26**	0.94	0.21
Self-evaluation (SEE3)	0.38	1.36(0.38)	3.56**	0.14	0.01
Self-development (SEE4)	0.72	1.09(0.15)	7.24**	0.52	0.05
$\chi^2 = 2.69$ df = 2 p = 0.26 GFI = 0.99 AGFI = 0.93 RMSEA = 0.062					

Note: **p < .01



$$\chi^2 = 2.69 \quad df = 2 \quad p = 0.26 \quad GFI = 0.99 \quad AGFI = 0.93 \quad RMSEA = 0.062$$

Figure 3.7: Confirmatory Factor Analysis (CFA) of Sustainable Employee Engagement (SEE)

The next chapter consists of:

1) The analysis to measure the preliminary of the data

The descriptive statistics was analysed by using SPSS, for frequency and percentage of the demographic data and also LISREL (Linear Structure Relationship) program for measuring Mean, Maximum, Minimum, Standard Deviation, (C.V), Skewness, Kurtosis of observed variables which will be described in Chapter 4.

2) The analysis to answer the research questions

The analysis by using LISREL (Linear Structure Relationship) version 8.72 to confirm the empirical data of all variables, Chi-square statistics and model modification²⁵ which is described in Chapter IV.

²⁵Supamas Angsuchot et.al., **Statistics for Social Science and Behavioral Research: LISREL Techniques**, 4th Edition, (Bangkok: Charoendee Mankong Printing, 2014), p.32.

CHAPTER IV

Results

This research is the mixed methods research that quantitative method to extend qualitative results. This research has three research objectives 1) to study Buddhist principles and concepts and personality traits theory for sustainable employee engagement 2) to develop the causal model for sustainable employee engagement with Buddhist psychological traits and 3) to validate and propose the causal model for sustainable employee engagement with Buddhist psychological traits as below steps.

- 1) study the Tipitaka English books, books, academic journals, concerned research works and construct the conceptual framework
- 2) in-depth interview of 15 key informants who are experts in academic field, Dhamma principles, and practitioners
- 3) develop and construct the questionnaire and test reliability from 5 academic experts and analyse IOC
- 4) try-out for 30 persons and analyse the reliability
- 5) adjust the questionnaire and test with 90 participants to analyse the CFA
- 6) distribute to the participants of 540 samples

The below section is the results of qualitative method and quantitative method, the researcher proposes the results of analysis separating as below sections.

4.1 Results of qualitative research method

4.1.1 Analysis results from literature review to answer the first research question

4.1.2 Analysis from in-depth interview to answer the second research question

4.2 Results of quantitative research method

This is to answer the third research question.

4.2.1 The results of statistical analysis of the demographic characteristics of the respondents.

4.2.2 The results of descriptive statistical analysis of each observed variable

4.2.3 The results of statistics analysis of structural equation model and goodness of fit statistics

4.1 Analysis Results of Qualitative Research Method

The Qualitative research that answer the first research question and second research question, to construct the development of a causal model for sustainable employee engagement with Buddhist psychological traits, the summarized details as below:

4.1.1 The analysis results of qualitative research in order to answer the first research question

The researcher reviewed the primary data – English Tipitaka and secondary data such as dissertation, academic journals, books which described in Chapter II. The analysis results of the document, concepts, theories and related researches on the key variables were synthesized and summarized.

As the first review, this study and analysis found the variables that predicted the sustainable employee engagement with Buddhist Psychological Traits. In addition, the researcher found that the leader trait was important with the employees in order to enhance the employee engagement. Therefore, the researcher developed the causal model for sustainable employee engagement with Buddhist psychological traits by Kalyāṇamitta traits of leader as mediator. This model was consisted of total 20 observed variables which can be described as below.

(1) Buddhist principle based on Saṅgahavatthu Four was the fundamental trait of employees, which enhanced sustainable employee engagement. There were four observed variables 1) Good Heart, 2) Good Speech, 3) Good Sociable and 4) Good Consistency Behavior.

(2) Personality Traits based on Big Five Personality Traits is the psychological personality traits of employees. There are five observed variables 1) Openness to Experience, 2) Conscientiousness, 3) Extraversion, 4) Agreeableness and 5) Neuroticism.

(3) Sustainable Employee Engagement is the unique characteristics of employee which occurred from their inner mind or their inner self. There are 4 observed variables 1) Self-passion, 2) Self-dedication, 3) Self-evaluation and 4) Self-development.

(4) The mediator is Kalyāṇamitta traits of leader is the leader that has the specific traits behaving toward their followers, creating trust and can be the driver making the employees to have more sustainable employee engagement. There are 7 observed variables 1) Be Lovable, 2) Be Respectable, 3) Be Admirable, 4) Be Good Counsellor, 5) Be Patient Listener, 6) Be Good Explainer and 7) Be Good Advisor.

From the documentary study and literature review, the researcher can summarize the latent variables, observed variables and mediator variable illustrated as below Figure 4.1.

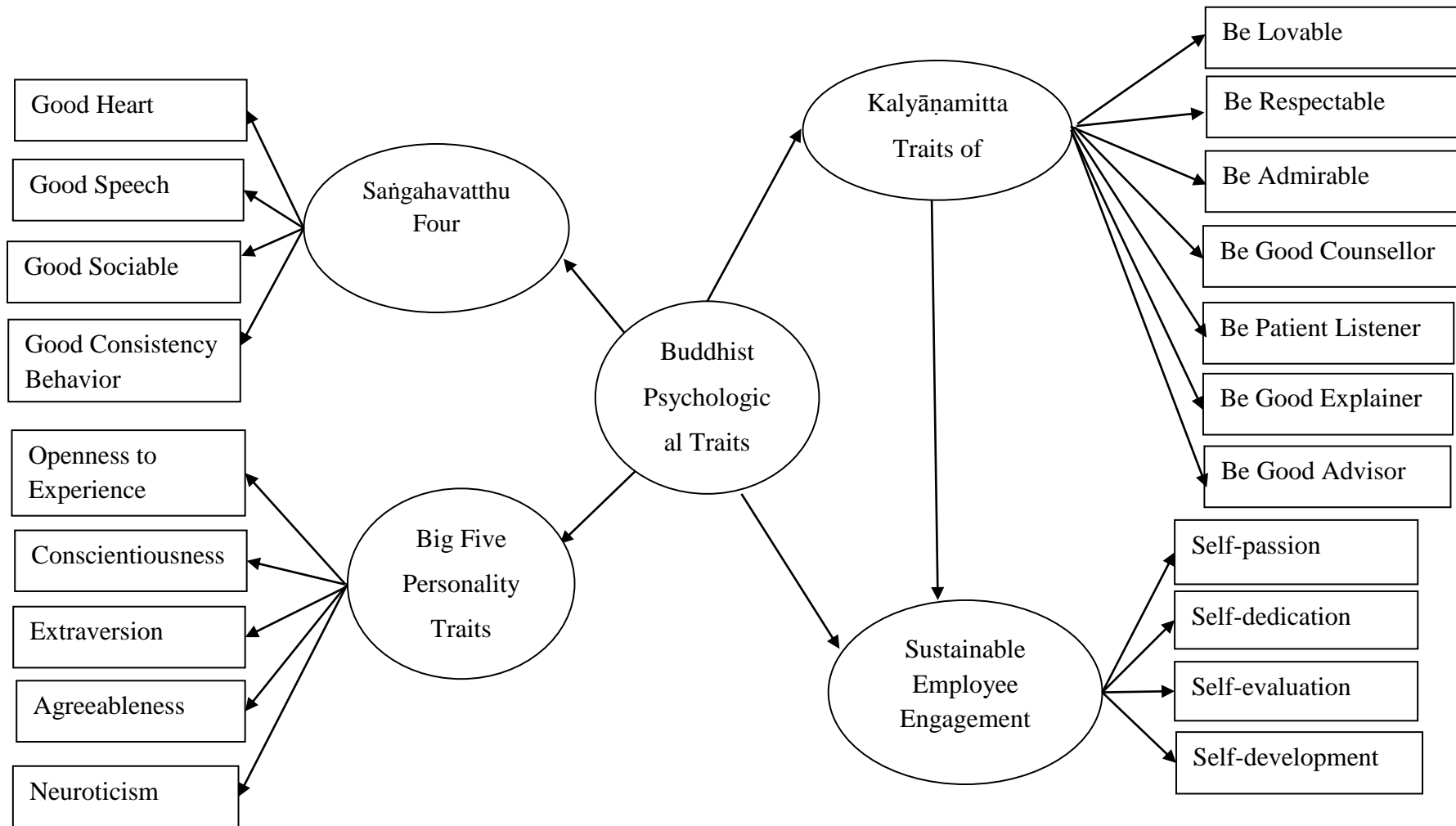


Figure 4.1 Conceptual Framework of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits from document study

4.1.2 The analysis results of qualitative research (In-depth Interview) in order to answer the second research question.

The researcher studied the field study by in-depth interview of key informants who are experts in Buddhist principles, Industrial and organizational psychology and practitioners in human resource management. There were two parts in this section – the overview of information whether this research topic was interested to study and the results of the analysis on the key variables were synthesized.

1) The data analysis on the overview of information

To confirm the researcher's opinion and support information whether it is interesting topic and useful to conduct the research, to get a general overview of the traits of employees, traits of the leader in the organization and the characteristics of sustainable employee engagement by interviewing 15 venerable monks and experts. All 15 key informants were summarized as follows.

(1) The characteristics of impressive employee – General information

“The characteristics of people, we must understand each other, there is a dimension of balance, for example, hardness must be adjusted to be softness, while softness must be adjusted to be hardness, it must be flexible. This balance must have a centre – both of leader and follower. Normally, we always have the question “why” but we do not understand each other. Leader must understand followers, while followers must understand leader. There are many mind-sets.”¹

“The personality of the employee makes the impression should be a good human relation, be cheerful, has a sense of service mind when customers or guests come into the company, the employee is eager to welcome with warmth.”²

“Refer to Carl Jung, there are extrovert, introvert and ambivert. The ambivert is the most traits that many people see it and impress it because some situations we need silent, we want each other not disturb during working, we need private zone to think and review. While some situations we need to join together, to

¹Interview with Key Informant A1, 23 July 2017.

²Interview with Key Informant A3, 5 August 2017.

share ideas, therefore ambivert personality is the adjustable traits. In addition, the friendliness, sociability, consciousness and be responsible.”³

“Be friendly in order to make other people want to approach.”⁴

“Be cheerful, always smile, and always prepare the readiness, creative thinking, presentable of the ideas.”⁵

“It is certainly that in terms of business we emphasize on customer services especially the services industry likes this. We are selling trust, life insurance. The employees must have customer experiences. They must make the satisfaction to customers. In addition, we are trying to push the self-esteem concept in order to lead to the organization success.”⁶

“It is surely, the way to talk, body language such as physical appearance, good attributes, friendly, not aggressive. These are the first impression when we meet.”⁷

(2) The overview of characteristics of Sustainable Employee Engagement

“The meaning of employee engagement is the faith or admirable to the organization or the reliability to the organization. Wherever you are, you are part of that organization.”⁸

“Be royalty, have confidence in your organization, love organization, foresee the solutions, working with challenged jobs, working with value added to yourself, organization and social.”⁹

“Sustainable employee engagement should be a commitment in the way that all employees feel that they are the owners of businesses, love organization, and have happiness that make the organization prosperous, successful and stability. Every employee loves all people in the organization likes their relatives in their family.

³Interview with Key Informant B3, 30 August 2017.

⁴Interview with Key Informant C1, 8 August 2017.

⁵Interview with Key Informant C2, 23 August 2017.

⁶Interview with Key Informant C3, 8 September 2017.

⁷Interview with Key Informant C5, 11 October 2017.

⁸Interview with Key Informant A1, 23 July 2017.

⁹Interview with Key Informant A2, 30 July 2017.

Same as traits of leaders who has such a kindness, affective feeling, good wishes to colleagues.”¹⁰

“Sustainable employee engagement means all dedication that we have, emphasis on the public rather than the individual. In my opinion, sustainable engagement is profound more than normal engagement. It is the insider of individual, personal that they must make it, same as family that is sustainability that we cannot cut relationship. Therefore, the characteristic of sustainable employee engagement must be active, want to know, want to enhance knowledge, and accept the changes. This type of personality must be high dedication to work. It is difficult to screen out this kind of personality traits. If we find them, we should keep them. They cannot buy with money or any motivation, they dedicate themselves to develop the organization. Stay with organization, someone stay with motivation such as get gold bar when work for 10 years, therefore, they do stay without heart.”¹¹

“Employees must have commitment and be happy under the concept of Healthy Organization, Healthy Productivity. Employees must make a contribution and successful to yourself.”¹²

“Employees stay with happiness, look for opportunities to maximize your potential, recognition by the organization, organization and staff grows together. We do not measure by long term stay in the organization.”¹³

“We need all staff to know we are a team, including management level. In terms of business, we call “Silo Management”, many people know his or her role, HR, Sales, Finance know their roles and responsibilities. They see their context in the organization what their objectives or goals, what we are responsible for achieving the completed goals and deliver to the ultimate goals of the organization. All departments must foresee to deliver the same ultimate goals and reduce the barrier wall between departments. In addition to sustainable, we must make employees to feel that when they wake up, they want to come to work, they feel happy and unhappy with the

¹⁰Interview with Key Informant A3, 5 August 2017.

¹¹Interview with Key Informant B3, 30 August 2017.

¹²Interview with Key Informant C1, 8 August 2017.

¹³Interview with Key Informant C2, 23 August 2017.

organization. Business goes up and down daily, how we make our employees feel that the company's problem is their problem. If they feel that it is their problem, they help to solve the problem. This organization likes to develop the employees to solve their problem, need to build the talent employees to do their jobs well without come back to ask.”¹⁴

“The employees must be good for the organization, this is the feeling. They must be proud with organization, have an impression on the organization. These are very important because normally in working time they might come across something, if they are proud with organization, they feel good, they engage with organization. They talk positive about the organization and help to protect organization when the organization are criticized.”¹⁵

(3) The important of individual differences of employees and its influences of sustainable employee engagement.

“It is very important. Human beings are different. People in one family are also different, teaching, learning, practicing. Moreover, education also makes people different. People in organization have the strengths differently, we must identify their strengths, their capabilities and bring them to one group as unity and engagement. They feel part of organization.”¹⁶

“It is important, both of employee potentialities and motivation.”¹⁷

“Agreed that the learning of personality difference is important to create a sustainable organization commitment. Learning, understanding, perceiving, acknowledging the personality or distinguishing characteristics of employees in the organization makes executive management in the organization knows their weaknesses and strengths. When they assign works to those employees who specialists in those tasks, the employees do their best and deliver good results. They are happy and enjoy to work. Work done, people happy.”¹⁸

¹⁴Interview with Key Informant C3, 8 September 2017.

¹⁵Interview with Key Informant C5, 11 October 2017.

¹⁶Interview with Key Informant A1, 23 July 2017.

¹⁷Interview with Key Informant A2, 30 July 2017.

¹⁸Interview with Key Informant A3, 5 August 2017.

“Yes, the learning of individual differences in organization is important for sustainable employee engagement. Every organization, if need the sustainability, there must be diversity. If there are all the same characteristics or personality traits, the organization could not survive. The organization does not have creativity. In Apple Company, Steve Jobs said that there are artist, thinker, fashionista, singer, poet, marketer, businessman, even himself is a dreamer and bookworm, all are working in his company. Steve said Apple Inc. is great and sustainable because we have people who are not the same in all areas. These differences cause loveliness. The diversity builds the fullness. Diversity brings different potentialities and these different potentialities create the innovation of the organization. The differences are to fulfill.”¹⁹

“The characteristics of each person are not the same. Some people build the engagement easy, some people make it difficult. Some people are optimistic, some people is pessimistic, therefore, people who optimistic can build engagement easily while the pessimistic people always blame.”²⁰

“It is very important. Comparative with Buddha...Buddha considered human beings had the different personality traits or characteristics same as in Dhamma called Puggala: four kinds of persons, Buddha wanted to teach Dhamma, Buddha still considered the types of characteristic of each person. For example, person who not opened-mind, this person is useful for organization because some positions need this kind of people. The personality is familiar with nature, it creates human beings different. In organization, the differences work because there are many types of people or works in the organizations. Therefore, understanding different personality traits, using with different works, it is very beneficial. We study psychology because we want to under the individual difference or personality traits.”²¹

“It is very important to learn the individual differences to enhance the sustainable employee engagement. If we know the individual personality difference,

¹⁹Interview with Key Informant A5, 15 October 2017.

²⁰Interview with Key Informant B1, 11 July 2017.

²¹Interview with Key Informant B2, 28 August 2017.

such as who friendlier, who express more emotional, it can help us to know what they need. If we can know their strengths, and promote their strengths, they are proud of the work and themselves, they will love organization, and then engagement is occurred. We can use Adler's theory to manage the differences promote the superiority complex and avoid the inferiority complex, therefore, the inferiority is overlooked.”²²

“It is very important to know the individual difference. We use this to know the strengths and weaknesses of each person. We can manage by using the strengths of each person to fulfil the weaknesses of some person in the team, in the organization. Then organization will become the outstanding firm. This diversity management can bring to employee engagement. Because if one organization has many characteristics, it cannot survive if we do not know how to manage them.”²³

“Learning characteristics means that learning personality traits of the people who has difference traits in the organization? Yes, it is because some people have their personality, pessimism is important to have the corporate commitment. Optimistic people when there is something affect, they look positive way. They do not show any behavior, or behave in a good manner if they optimistic, right? When the leader talks this way, organization gives less money, if our personality is not selfish and engage, we do not hold that thing that we get the little money, we should work less, rather should think that this situation is occurred in any organization. Therefore, if we can help, organization runs business ahead. I think the personality traits of employee is important, especially for the new generation, love and engagement is less. This is GenY that they see themselves, reserve their rights. This is also the traits of people. We can solve this problem by changing organization culture, leaders also important.”²⁴

²²Interview with Key Informant B3, 30 August 2017.

²³Interview with Key Informant B4, 9 August 2017.

²⁴Interview with Key Informant B5, 20 September 2017.

“It is very crucial. We must change “I” to “We”. We must know the personality of each person in order to work together under the concept of “Working Together” or Collaboration.”²⁵

“The organization must manage the individual differences. It is very essential because in one organization, we cannot place employees who has the same personality staying together.”²⁶

“The engagement is occurred between person to person. Building engagement differs from individual person’s personality traits, it depends on the basic needs of each person. Therefore, the individual differences are quite important. We must learn of individual traits in order to know how to adjust ourselves to match with people in organization and finally it can create engagement in organization.”²⁷

“If we can learn the individual differences it is good. But in the general practice, we cannot have time to learn individual. Currently, there is a mechanism to evaluate whether they are positive attitude. If employees have a positive attitude, basically the mind affect the personality. It is necessary to know the overview of individual difference to know the majority of the employees.”²⁸

(4) The important of traits of leader

“It is important. When we are leaders, the most important thing is to understand. If we are abbot in Tambol (district), we must understand the social context, the way of living of community, community culture. The leadership style is very important to the organization engagement. The leaders who do not understand the followers, cannot lead the organization’s success. The happiness does not occur, the follower cannot be happy with their work. Leadership must have both sides – softness and hardness in one leader. He must adjust the balance.”²⁹

“It is very important.”³⁰

²⁵Interview with Key Informant C1, 8 August 2017.

²⁶Interview with Key Informant C2, 23 August 2017.

²⁷Interview with Key Informant C3, 8 September 2017.

²⁸Interview with Key Informant C5, 11 October 2017.

²⁹ Interview with Key Informant A1, 23 July 2017.

³⁰Interview with Key Informant A2, 30 July 2017.

“Agreed that is very important. Because the leader is the center. Leader moves the organization forward with the development. When getting good leaders, all employees love, give the respect and faith to the leaders, employees are ready to work and dedicate themselves to work as assignments. When they have problems or obstacles to work, they are ready to consult with the leaders. When the employees get the instructions or good solutions, they feel cheer up. They are warm heart when they know that they have good leaders behind them to get good advice.”³¹

“Yes, if the organization has a good leader, the organization can be sustainable. If the leaders do have corruption, do not have the moral and precepts, the organization is fail. We can see from the leaders of each country, if that country has the leaders with corruption, the country cannot survive. Even in the organization, the leaders with corruption, the organization cannot survive as well.”³²

“It is most important. When we select to join work, we think about salary, job description but when we resign, we think about the leader. Leader is the most important to let the employees think to resign.”³³

“Um...it is important. Some situations we need work-oriented leader, some situations we need affective leaders...put the right leaders for the right jobs. Some critical situations, we need the democratic leaders.”³⁴

“Leadership is very important. Leaders who can build employee engagement is the participating leaders.”³⁵

“The leader is very important. The leader can make employee change the job. The employee can engage with organization if they engage with their leader first.”³⁶

“Of course, everyone has leadership but not everyone can lead any situation. A variety of situations, a variety of leaders.”³⁷

³¹Interview with Key Informant A3, 5 August 2017.

³²Interview with Key Informant A5, 15 October 2017.

³³Interview with Key Informant B1, 11 July 2017.

³⁴Interview with Key Informant B2, 28 August 2017.

³⁵Interview with Key Informant B3, 30 August 2017.

³⁶Interview with Key Informant B5, 20 September 2017.

³⁷Interview with Key Informant C1, 8 August 2017.

“Of course, it is clear that the leaders are role model. Therefore, if we need to build engagement, it is proved that high engagement can reduce the lateness, absence to work, intention to work.”³⁸

“It is universally accepted that leaders are certainly important. If leading the employees, the leaders are trusted, have faith and confidence. Trust is the one element in Kalyāṇamitta principle. Drivers to succeed, leadership is important. Whether being top management level, middle management level or front-line management level, they are important.”³⁹

2) The data analysis on in-depth interview on the variables related in this research

In this part, the analysis of the variables in this research by in-depth interview, the data are summarized as follows.

2.1 Buddhist Traits of employees who have the characteristic to enhance sustainable employee engagement have shown as below opinions.

“In general, for business, the employee should have unity or harmony. We can apply Saṅgahavatthu Four as a principle. Know the truth, understand the truth, recognize the truth, be patient, practice yourself, self-sacrificing for something, sincerity. When we understand Sacca – real or truth, we practice to learn each other, we must understand Khanti – be patient and forgiveness and finally Cāga – sacrifice. We must sacrifice something for community. Dāna and Cāga is nearly same. Cāga is deep details comparing to Dāna. Therefore, engaging in the community, it must be composited with these elements.”⁴⁰

“There are 4D – Good physical, Good behavior, Good heart, Good wisdom. Good physical is good appearance, personality, dress up with the right time. Good behavior is in Pāli language called Kāyasucarita, a good conduct in action in act; Vacāsucarita, good speech, speaking with kindness, expression to other or having five precepts. Good heart is purified mind, kindness or Mettā mind, compassionate heart

³⁸Interview with Key Informant C3, 8 September 2017.

³⁹Interview with Key Informant C5, 11 October 2017.

⁴⁰Interview with Key Informant A1, 23 July 2017.

and voluntarily mind, sharing benefits to others. Good wisdom is analysis in new innovations and accept for the changes.”⁴¹

“It should be the Dhamma principle that leading to prosperity. First, in order to build the harmony in organization, it should have regularly meeting and discuss, exchanging the opinions together. Second, meeting in unison and breaking in unison, doing and joining activities together, or standing up in unison to protect the organization. Third, no setting up rules that never set which against the old rules, do not overthrow the rules, following the principle of compliance as originally laid. But when it comes to the need to change the rules or any principles, the need to create a common understanding, agree together, and foresee the good benefits to be clear. Forth, respecting the seniority or older people, respect and listen their words or recommendations. Fifth, respecting the ladies or even girls, do not force people who are weaker. Sixth, praising the monuments or objects of worship of the organizations both our organizations or other organizations, do not neglect to do something that have been good treated. Seventh, providing custody, protection, and righteousness to personnel in organizations to let them have knowledge and ability to work.”⁴²

“Saṅgahavatthu Four is the principle for engagement in the organization. The employees must have service mind, nice words when talking with others, love to say thank you, say appreciation to your colleagues when they success, helping to others or teach others to know how to work, sacrifice yourselves to the community, understand the feeling of the people around you, when working together we must understand each other, act the good behavior with consistency such as come to work not late, be the role model of colleagues, put yourselves in the suitable time and place and position that you are holding. Moreover, Sammāsati is also important, the right attentiveness.”⁴³

“It is surely that Saṅgahavatthu can be traits of employee for sustainable employee engagement. It is a Dhamma principle to associate all employees. Therefore, we must bring Saṅgahavatthu Four, generosity, nice speech, social

⁴¹Interview with Key Informant A2, 30 July 2017.

⁴²Interview with Key Informant A3, 5 August 2017.

⁴³Interview with Key Informant A4, 27 July 2017.

services, and consistency behavior. If all have these traits, the sustainable engagement will be occurred in organization.”⁴⁴

“In general, most of the people get engagement because they receive the positive experiences. I do not know which Buddhist principle to be used but in terms of positive experiences there are many factors. Friends helps friends is occurred in the inside mind, encouragement, these make the employees not be alone, having good sociable, have good friends and dependable. The employees who be optimistic can engage more comparing to the pessimistic. Help colleagues, good sociable, good practice together. Employees do the good things to others, it can help others to do good things and then they follow the same behavior, finally it can build the good environment in organization. All good behaviors are from heart, they make others happy and release from suffering.”⁴⁵

“If...it is psychological engagement, it should be Iddhipāna Four – must love to work, not love the work performance...love the work that is the challenged job toward their capabilities, heavy works is ok, light works is also ok, this is Chanda. Taking action, concentration to work, giving all concentrated mind toward work, Vīriya or involvement. The involvement is deep insight, getting involved with jobs, their problems is our problems, their working problems are also our working problems. Organization cannot get profits is not because of only organizations but also our as a part of those problem. Contemplate, improve and develop. These Chanda, Vīriya, Citta, and Vīmaṃsā are all engagement.”⁴⁶

“If talked about Dhamma principles, Iddhipāna Four can apply for the employee engagement. Chanda – the employee must have love first, love the things they do, love the job, love colleagues, and love the organization. Mind is very important, if we love all these, they will engage, want to work, want to live. Vīriya - is effort or vigor to achieve, we as a team will be happy if the work completely done; work together to overcome the obstacles. Citta – is the concentration on one thing, to concentrate on more work and make a good job as the outcome. Vīmaṃsā - is

⁴⁴Interview with Key Informant A5, 15 October 2017.

⁴⁵Interview with Key Informant B1, 11 July 2017.

⁴⁶Interview with Key Informant B2, 28 August 2017.

reviewing the work, makes it more discreet. This principle makes work done and capable people. This people normally evaluate himself or herself.”⁴⁷

“The employees must have same core value, same belief, same goals, Sīla or precepts.”⁴⁸

“Engagement does not exist because of the employees need it but it is a duty of the organization to build it. If talked about Buddhist term, in general words, not be jealous, consistency behavior, giving things to others. If the organization gives things to you, you must give him in return. This is the basic principle of social exchange theory. The people must interact, reciprocity in the organization. Speech is also important.”⁴⁹

“Smart and good, smart measured by the grade from graduation but good measured by attitudes, beliefs, and sincerity. Dedication to work, help each other, have voluntarily mind, have sacrifices, self-esteem and have responsibility.”⁵⁰

“Do the right thing. Know what to do and seize, use the principle of Sammākamanta, meaning of doing the right jobs, right living.”⁵¹

“In terms of Buddha principles, we can apply many principles to us. If the employees join to work in organization and most of the new joiners of GenX, GenY, GenZ, they are less Buddhism in mind. Most of GenY do not see the sustainable engagement, they see their benefits, positions, how many years they can promote to be manager, how much of the salary. First thing when they ask how much their salary is and then which position. The employees should have patience, concentration, effort. Therefore, the morality and Dhamma should absorb in the organizational culture. Sammāsati, it is also important. They must have the Sathi, what they are doing, why they are doing, what the success, evaluating from the jobs they work.”⁵²

“Engagement is commitment to the work, with workmate, with bosses. If the employees are good, responsible, sharing, not selfish. The responsibility is not

⁴⁷Interview with Key Informant B3, 30 August 2017.

⁴⁸Interview with Key Informant B4, 9 August 2017.

⁴⁹Interview with Key Informant B5, 20 September 2017.

⁵⁰Interview with Key Informant C1, 8 August 2017.

⁵¹Interview with Key Informant C2, 23 August 2017.

⁵²Interview with Key Informant C4, 25 September 2017.

only the given scope but overall responsibilities, able to sacrifice with thinking that we get disadvantages. The employees do not hope what they must get but finally they deserve what they do, at least they get the faith from others. Sometimes this group of people are not high position but they get the respect from others. The employees can give, share, teach others, join activities in the organization, it is surely engagement. In addition, it can get teamwork.”⁵³

From the above primary data and overall study of Buddhist principle as an employees’ traits, the researcher can summarize the Buddhist Traits of Winning Personal Heart to be four elements 1) Good Heart, 2) Good Speech, 3) Good Sociable and 4) Good Consistency Behavior which can be shown as below Figure 4.2 – Figure 4.3.

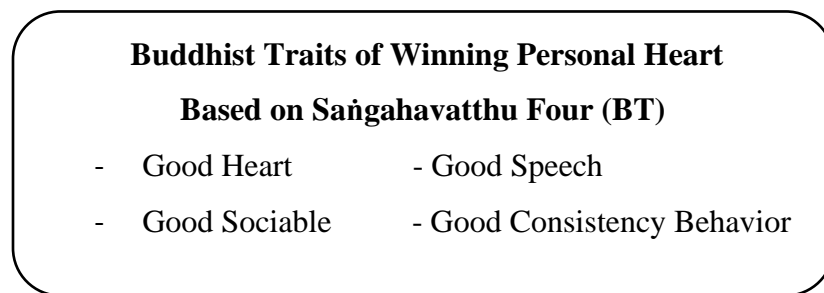


Figure 4.2: The Components of Buddhist Traits of Winning Personal Heart

⁵³Interview with Key Informant C5, 11 October 2017.

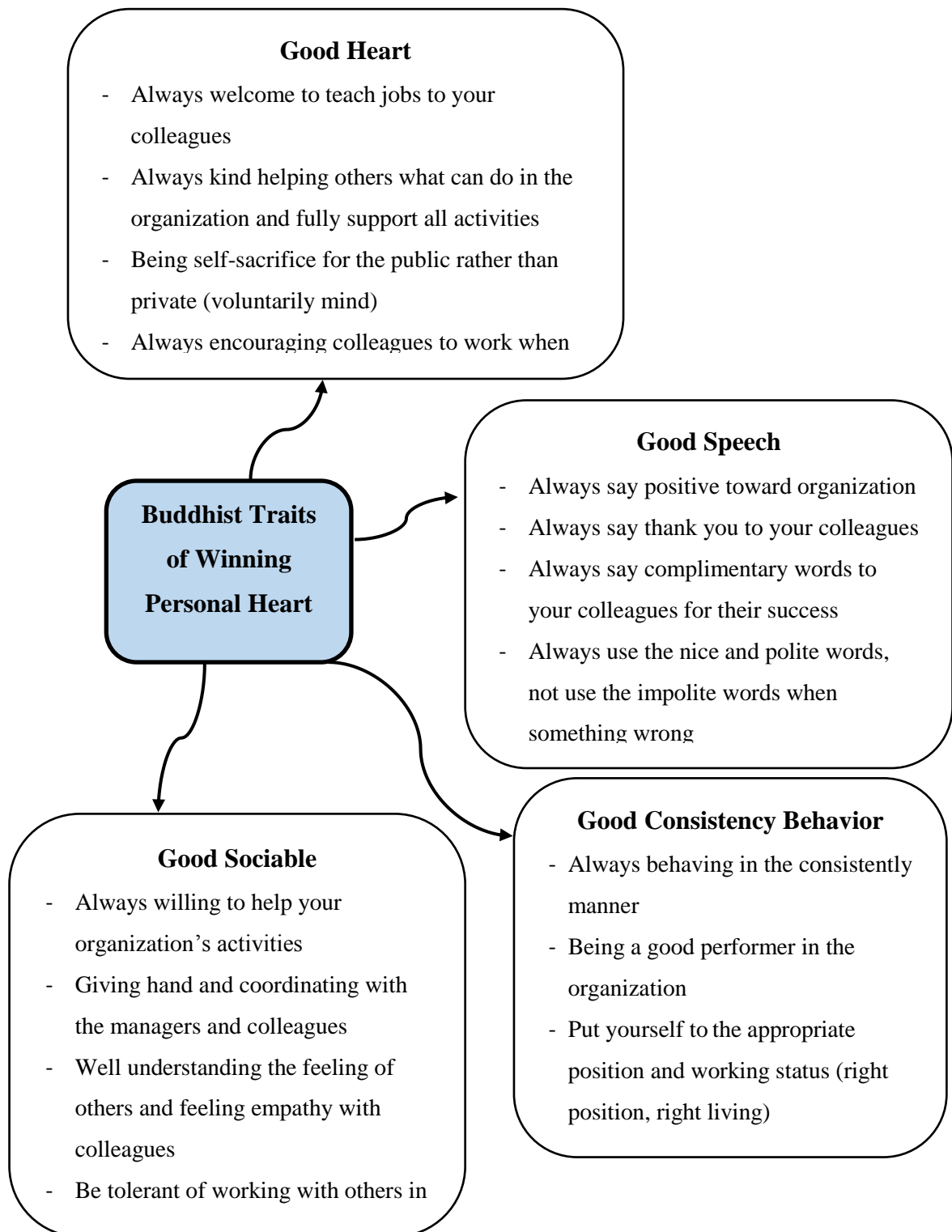


Figure 4.3: The Characteristics of Buddhist Traits of Winning Personal Heart

2.2 The results of Personality Traits of employees who enhance sustainable employee engagement have shown as below opinions.

“The recognition is the important. When the employees know that there are a room for them to stand and show their performance according to their duties and responsibilities that they assign. It means that the employee has the self-responsibility. The employee must have open-mind, if they do not have, it is difficult to engage with organization. Most important, it is difficult to make others to engage with organization as well. Therefore, we engage and then others engage. There is one Buddhist poem in Pàli language called “Thantosettho Manusesu” means the people can be developed.”⁵⁴

“Accept the change or recognition of changes, sincerity.”⁵⁵

“The employees should have talented, knowledgeable expert in the work they do, speaking with reasonable and trustworthy, listening when someone giving feedback, having a good heart, a good attitude towards the organization, working without expecting the return but working for the performance or results of work.”⁵⁶

“The employees should have the characteristics of open mind, accepting the new knowledge very quickly and be friendly to others in the organization.”⁵⁷

“If talk about the characteristics to enhancing the employee engagement, the optimistic, self-confidence, responsible, discipline and clear career goals. Optimism for employee is also important. By using Big Five Personality Traits, the conscientiousness is the most suitable one. This trait indicates that the employees do their work with intent and dedication, self-discipline, seem to be good citizenship in organization. These traits easily lead to engagement. There is also self-efficacy, people who has this characteristic, believe in their capabilities, be high confidence to work and think that it can be high success.”⁵⁸

⁵⁴Interview with Key Informant A1, 23 July 2017.

⁵⁵Interview with Key Informant A2, 30 July 2017.

⁵⁶Interview with Key Informant A3, 5 August 2017.

⁵⁷Interview with Key Informant A4, 27 July 2017.

⁵⁸Interview with Key Informant B1, 11 July 2017.

“We can build any personality traits to let them engaging. Some situations, we need the employees who have high engaged in work...we need person who love to work not love people or love policy in order to develop the organization.yes..they must have responsibility with work...If we need the people with high engaging work, we must have high engaged psychological people...having psychological involvement, having love with problems of work, not love with money or not love with other personality...they can accept the reality.”⁵⁹

“Talk about personality, there is one theory called Johari Window, there are four windows – open area, blind area, hidden area, unknown area. Open area is we know the other person knows, means we know our weaknesses. It is a self-disclosure that allows others to express opinions about our weaknesses and then correct them and improve them. Blind area is we do not know our weaknesses but other people know, we should improve our weaknesses and improve and develop the personality. Hidden area is we know, others do not know, meaning we know our weaknesses but others do not know. Unknown area is you do not know, other people do not know. The personality should be open area that are opened-mind, friendly, emotional control, can face the problems. Friendliness is quite important because we must stay in the same organization, we must adjust ourselves to stay together.”⁶⁰

“Personality traits for employee engagement are agreeableness and conscientiousness.”⁶¹

“The employees should be honest, has morality, be responsible of his jobs. The agreeableness can build engagement or be friendly because it is easy to create first trust.”⁶²

“The employees nowadays accept the differences of each person, have a good attitude, create a familiarity.”⁶³

⁵⁹Interview with Key Informant B2, 28 August 2017.

⁶⁰Interview with Key Informant B3, 30 August 2017.

⁶¹Interview with Key Informant B4, 9 August 2017.

⁶²Interview with Key Informant B5, 20 September 2017.

⁶³Interview with Key Informant C2, 23 August 2017.

“The employees are ready to go together whether business growth or slow down, they work hard more than expectation, be proud of be member of the organization, have extra mind, need to grow in the organization, taking care, be patient, understand each other.”⁶⁴

“Look at the general principle of getting people to work in the organization, first thing, Human Resource emphasizes on personality, it is the main factor. The personality shows the physical appearance, behavior, speech and communication such as tone, voice. If people have the bad behavior but good personality as the first impression, we select to interview first. However, during conversation, if they show the bad words, then HR does not select them. First appearance, giving respect to senior and not giving respect to senior, we can evaluate them whether have the good or bad personality traits. Speech should have “kha” end of the sentence. The employee should have pure body, speech, and mind. Moreover, the sustainable needs the employees who have self-discipline, know their responsibilities. In current situation, positive thinking employees can bring the organization forward to the future because if the organization is in a bad situation, and they think positive to find out the solutions or ways, the business might be turn around. They must see the differences from others and can accept that changes quickly.”⁶⁵

“The employees who are committed to the organization, in terms of feeling, mostly they are proud of the organization, this is the fundamental element. This is an important area. They have the high royalty to the organization such as they do not want to stay others even this place is not good but they might complaint but still stay. Some person is not good person but love organization, so it is another engagement. Another group of employees, they feel that they do something to the organization, they are proud of, they do not love only but also hand on to the activities until the organization is success. They work hard and dedicate to work. They feel engaging more or less. The organization needs this group of people. If everyone is optimistic, use the positive thinking, everyone is good person, working together is happier. This can reduce bad feelings. Normally, people with problems often look negative, look

⁶⁴Interview with Key Informant C3, 8 September 2017.

⁶⁵Interview with Key Informant C4, 25 September 2017.

bad side of people. When work more, this kind of employee why likes that why likes this, when something is wrong, they push to other's fault."⁶⁶

From the documentary review, the Big Five Personality Traits consists of Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. The analytical findings from in-depth interview, Conscientiousness is major element and crucial related to predicting Sustainable Employee Engagement in the current working environment. This finding was consistent with Fredrickson that the conscientiousness has a positive relationship to workplace engagement, and it is likely the interaction of traits and daily experiences that ultimately influences the frequency of positive emotions⁶⁷. Ivan Robertson suggested that only two of the Big Five personality factors, conscientiousness and emotional stability are consistently associated with better performance, in most occupations; conscientiousness is a better predictor of work performance than emotional stability⁶⁸. From the above primary data and previous research findings, the researcher summarizes that Conscientiousness is the most predictable and identified traits to measured sustainable employee engagement. In addition, Conscientiousness is to predict the performance of individual in all occupations because this kind of person has self-discipline, competence, dutifulness, well-organized, hard-working, relentlessness, achieve to success⁶⁹ and with high performance. In addition, there were more traits discovered during the field study of in-depth interview. These discovered traits were classified in a group of personality traits of employees who can enhance the sustainable employee engagement in this new paradigm. They were Optimistic, Recognition of Differences (Adaptability) and Friendliness.

⁶⁶Interview with Key Informant C5, 11 October 2017.

⁶⁷Fredrickson (1998) cited in James K.Harter, Frank L. Schmidt, and Corey L.M. Keyes, "Well-being in the Workplace and Its Relationship to Business Outcomes: A Review of the Gallup Studies", **American Psychological Association**, (2002): 7.

⁶⁸Ivan Robertson (2001) cited in Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.309. p.196.

⁶⁹Wician Withaya-udom, **Organizational Behavior**, (Bangkok: Thanathat Printing Co.,Ltd, 2013), p.2-9.

Optimistic describes the positive affective commitment, acting and telling positive things toward organization and department, feeling happiness with the organizational success, being proud to work with the organization that working with, stay current, hear and now.

Recognition of Differences (adaptability) describes that listening and accepting the good comments of colleagues, willing to learn new things, opened-mind with the unexpected situation, seeking and learning new things and accepting for the changes with adaptability.

Friendliness describes be sincerity, being glad to help the works of the colleagues, willingness to support works of the colleagues when your work be completed, always showing happiness when the colleagues being happiness, going together.

Therefore, from the evident of primary data and studies of Personality Traits of Big Five Personality Traits as an employees' extraordinary traits, the researcher can summarize the personality traits of Holding Other Hearts to be four elements 1) Conscientiousness, 2) Optimistic, 3) Recognition of Differences (adaptability) and 4) Friendliness which be illustrated as below Figure 4.4 – Figure 4.5.

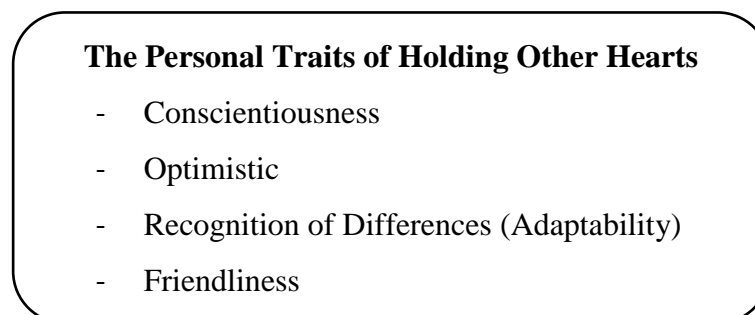


Figure 4.4: The Components of Personality Traits of Holding Other Hearts

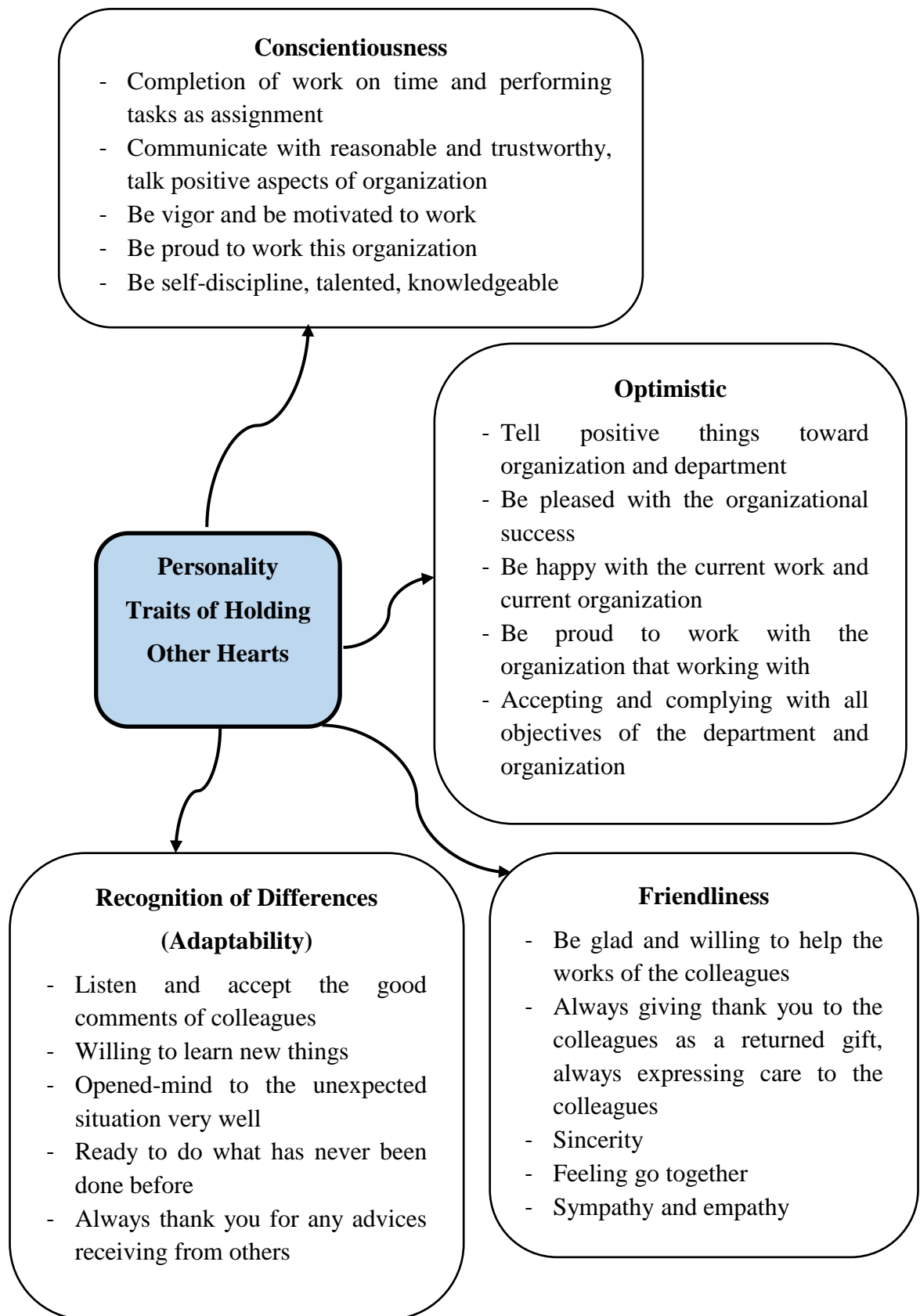


Figure 4.5: The Characteristics of Personality Traits of Holding Other Hearts

However, the personality traits of employees can be integrated with many facets from Buddhist traits and Psychological personality traits. Therefore, the integration of Buddhist Psychological Traits is described as the new concept which illustrated as below Figure 4.6.

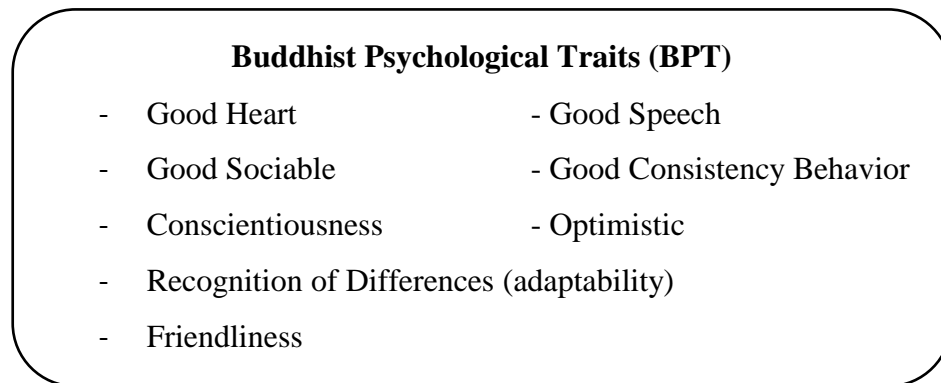


Figure 4.6: The Components of Buddhist Psychological Traits

2.3 The results of Buddhist principle of leader's traits who can enhance sustainable employee engagement have shown as below opinions.

“Mettā is the kindness, it can make people engaging in the organization. Mettā or kindness is something likes water, while Saddhā – faith is the root of tree. Taking care is another term for leaders. The leaders must make the employees be part of organization in order to build the engagement. The leader must build the faith of their mind first before building the faith to others. The faith is a root of the tree that digged in the soil and grow up with body and branches of tree expanded with leaf. Finally, the peacefulness is occurred in the organization. Kalyāṇamitta principle is the linked between leaders and followers, caring, understanding, sacrifice.”⁷⁰

“The leaders should have Dhamma principle called in Pāli language Dasarājadhamma, the tenfold code of leader. There are 1) Dāna, giving, being prepared to sacrifice one's own pleasure for the well-being of the public, such as giving away one's belongings or other things to support or assist others, including giving knowledge and serving public interests, 2) Sīla practicing physical and mental morals, and being a good example of others, 3) Pariccāga (altruism), being generous

⁷⁰Interview with Key Informant A1, 23 July 2017.

and avoiding selfishness, practicing altruism, 4) Ājjava (honesty) being honest and sincere towards others, performing one's duties with loyalty and sincerity to others. 5) Maddava (gentleness) having gentle temperament, avoiding arrogance and never defaming others, 6) Tapa (self-controlling) destroying passion and performing duties without indolence, 7) Akkodha (non-anger) being free from hatred and remaining calm in the midst of confusion. 8) Avihimsā (non-violence) exercising non-violence, not being vengeful, 9) Khanti practicing patience, 10) Avirodhana (uprightness) respecting opinions of other persons. Apart from that the leaders should give the opportunity, time and knowledge to the employees. The leaders should have good conduct, perfect five precepts, Jaga or scarifying himself to the community or organization, scarifying his benefits and time for others, be polite.”⁷¹

“The leader should have Dhamma principle in mind. First, having love, good wishes for employees to be happy, have a good heart and think about the benefits for all human beings, Mettā. Second, compassion for help, release from suffering, and paying intension to treat the suffering of those afflicted animals, Karuṇā. Third, be happy when others are happy, mentally health always cheerful to all human beings, always please when they are happy, Muditā. Forth, neutral trust, it stays in the fair, has the equanimous mind, as fair as a balance, not with love and hate, Upekkhā. In addition, the leader should be the one who has the Dhamma, the truth, the good, the great, the judge, do not use emotions or feelings, but consider carefully with prudence first.”⁷²

“The leaders should have a vision, must look beyond, think ahead that cannot stay likes this because world changes daily. Formerly it was agricultural era, currently it is industrialized era, next it will be changed to be digital age. Nowadays, what we do we must know over the world, therefore, the leaders must be visionary. When having vision, the leaders can develop the organization, can lead the team moving forward, find out the ways to adjust or change the methods, these initiate the development. Next is the way to think, there are many difference ways to think, this

⁷¹Interview with Key Informant A2, 30 July 2017.

⁷²Interview with Key Informant A3, 5 August 2017.

is called strategy. The leaders with visionary and strategy bring to 1) survival organization 2) people in organization can survive 3) continuous development, then the people in organization have knowledge and skills, finally they develop the organization. Apart from that Kalyāṇamitta is the principle for leaders, it is everything of life. Kalyāṇamitta is not related to gender, emotion but it is a good wish, have good life goal together. There are helping together such as when employees do not understand, the leaders can explain or when they are hungry, we share foods; helping to be perfect human being, to be capable person. If in the organization have more Kalyāṇamitta people, having relations, sacrifice, giving, consistency behavior, the better organization it is.”⁷³

“The leaders should have Saṅgahavatthu as the traits. If the leaders are giver, the employees would respect, admire and they might be happier if the leaders are giver. If the leaders are selfish, the employee do not love organization as well. There are four elements, giving and sharing, sweet words, public assistant, equality habits with suitable time and place. If both of leaders and employees have this Buddhist principle, the sustainable employee engagement will be occurred. In addition, Kalyāṇamitta is one trait, this is automatically expression or behavior if they have Saṅgahavatthu. If the leaders have Dana, they automatically have sharing, good consultant, not give negative advice, nice words and communication.”⁷⁴

“If bring the Buddhist principle to use, I think the general term is Brahma-vihāra Four, Mettā, Karuṇā, Muditā, Upekkhā. No need to use others, these four factors can show that the leader can be good leader.”⁷⁵

“If sustainable, Suppurisa or good people. The Dhamma principle should be Suppurisa. This leader must aim to human-oriented, because he has the effectiveness, he can build love and unity. If everyone is ready to work, the leaders have no need to do human-oriented, then he must aim to work-oriented. But it doesn’t mean that the leaders do not give love, normally the leadership must have both human-oriented and work-oriented. Knowing time, knowing people, knowing ourselves, knowing

⁷³Interview with Key Informant A4, 27 July 2017.

⁷⁴Interview with Key Informant A5, 15 October 2017.

⁷⁵Interview with Key Informant B1, 11 July 2017.

adequacy – we must know how to manage people. Any person can be Supurisa, there must be seven qualities.”⁷⁶

“Leaders who can build employee engagement is friendly, respect the followers or subordinates, and see the value of the employees. The participating leaders, support and put efforts in order to lead the employees to have cooperation, to share the ideas, to help and set targets or objectives of the organization. Leaders have the clear pictures, have a friendly mind that always asked the living situations of employees, know to observe and remember of employees such as remember the birthday. From studying of one big organization, it found that the engagement occurs because of not money but it is appreciation of employees, see their value and opportunity to grow in the organization. The leaders must have the personality of commendable, respect, admirable, good consultant, trustworthiness, judgment from the work evaluation. Normally, there are not many leaders who we can talk to him, can consult with every story and every problems. Therefore, these traits can make the employees to engage with organization. This type of leader understands you, understands what happen to you, therefore, it makes you to stay longer whether others organization pay you more or have more motivation factors. In addition, the leader should introduce or advise the good things to followers, teaching or coaching well and give all information to the followers without close information. There are more two Buddhist principles that I investigated and found in the research of Buddhist leadership – Brahma-vihāra Four and concentration and wisdom. The most indicators are Brahma-vihāra Four – Mettā, Karuṇā, Muditā, Upekkhā. The leaders would like the employees to stay with happiness, they can stay we can stay. The leaders want the employee to release from suffering such as the employee have never came late but now they do, we should know their reason why and then we can help them. Muditā them when our followers have the good opportunity, we can promote them to be leaders. Superleadership is the leaders who can make the followers to be leaders. Upekkhā is to see the fairness.”⁷⁷

⁷⁶Interview with Key Informant B2, 28 August 2017.

⁷⁷Interview with Key Informant B3, 30 August 2017.

“In terms of leader traits, the leader must focus on people more than focus on work because the engagement is the feeling. He must have leadership which is the influence to the employees without using power or we called Charismatic Leadership. He must inspire the employees and understand them.”⁷⁸

“If talk about Dāna, Piyavācā can be applied. Another additional terms, Mettā, Karuṇā, Muditā and Upekkhā, Brahma-vihāra Four that the leader should have.”⁷⁹

“The personality of leaders should have participation, have imagination, discover something new, understand others, have confidence and trust in each other, can be consulted, have sacrifices. He or she must have Muditā and Upekkhā. But Upekkhā must use correctly, it does not mean not pay attention to or take care your followers, not ask about work. The leaders must take care about your team and work, must pay attention but if they are wrong, we can teach and avoid by using Upekkhā. The leaders must cheer up followers.”⁸⁰

“Adjust yourself, pay attention to the staff, have communication, accept the changes, do the right thing, know what should do or not do, learning, do the right jobs, have patience, accept others and inactive in some situations. Have Muditā - sympathetic or joyful and Upekkhā - equanimity or neutral feeling for some matters.”⁸¹

“The leaders must be good coach, he or she must teach the employees to do their work for living, feed themselves, should not give the answer always. The leaders should let them learn by themselves or must have a gap to let them test or try and we can accept the risk. The leaders must have the stage to let them show their performance, must have the challenged job. The leaders must be some part of advisors, because they must learn from their experiences and they might come back to see us. When they can make decision by themselves with correctness, it means that it

⁷⁸Interview with Key Informant B4, 9 September 2017.

⁷⁹Interview with Key Informant B5, 20 September 2017.

⁸⁰Interview with Key Informant C1, 8 August 2017.

⁸¹Interview with Key Informant C2, 23 August 2017.

is the day of our success. The leaders can stand beside them to let them show their responsibilities. This we called Kalyāṇamitta.”⁸²

“It is important that the leader should have Iddhipāda Four: Chanda, Vīriya, Citta, Vīmaṃsā. The leader must have the concentration to work, self-learning, evaluate the causes and effects to get the smart result, get success achieve goals. The leader must apply the above Buddhist principle. Importantly, in terms of Buddhism, Kalyāṇamitta is also very important because it is the first trust between the leader and the employees. If we have Kalyāṇamitta leader, they can lead and guide the employee to the good way or direction. In the working environment, if we do not have Kalyāṇamitta or who are support us, the work cannot be success. When we work, we do not work alone, we work as a teamwork. Therefore, we must have a good supportive colleague, sincerely colleague, and colleague who pay attention to work and help others. If we work without leader who have good heart, we might not be success. Leader should have kindness mind to teach, coach the employees for the work, knowledge. Moreover, being warm leader whom the employees do not hesitate to go inside the leader’s room to discuss works, leader knows how to motivate the employees to work, say complimentary when his employee success and say sympathy when his employees in a bad crisis. This means that the leader must be an effective communicator who can listen all stories from the employee and who can give advice to the employees.”⁸³

“The leaders should be the role model for employees, they can make others see them to lead organization, departments or whatever in the good ways. They have the intention to make it happen by emphasis on related teamwork. The importance of the teamwork is to listening the comments, treating everyone and respecting everyone as team not a subordinate or followers that lead to the success. If likes this, the employees feel good to organization and then followed by engagement. More traits of leaders are patient and steady when they are more obstacles, more issues or even someone talks good or bad, the leaders must be patient. They must consider with careful, thoroughly and fairness. If they make the wrong decision, it might feel bad.

⁸²Interview with Key Informant C3, 8 September 2017.

⁸³Interview with Key Informant C4, 25 September 2017.

Next, the leaders must opened-mind and listen with understanding to others. The employees might have some problems that no one understand, therefore the leaders must understand them. The leaders must ready to change.”⁸⁴

From the above primary data of in-depth interview and previous document study results, the researcher found that Kalyāṇamitta can be classified into six traits of leader. There are Be Lovable, Be Respectable, Be Admirable, Be Good counsellor, Be Effective Communicator and Be Good Advisor. First conceptual framework from documentary research, there are seven variables. Be Patient Listener and Be Good Explainer can be integrated to be an Effective Communicator⁸⁵ which is evident as the one major power traits of leader by Deep Patel. The leader must reciprocate and reflect his or her day to day contacts about jobs and related issues, effective communication on job-related issues is a key ingredient in securing individual performance⁸⁶. Moreover, Leon Ho⁸⁷ also stated that traits for effective communication is one of powerful leadership traits have that are empathy, persuasive and influential. In addition, being a capable communicator, such as speaking, listening, reading, writing, using body languages and gestures⁸⁸ is one trait that people select to be leader. Therefore, Kalyāṇamitta Traits of Leader can be summarized as below Figure 4.7 – 4.8.

⁸⁴Interview with Key Informant C5, 11 October 2017.

⁸⁵Deep Patel, Forbes, **11 Powerful Traits of Leader**, [Online], Source: <https://www.forbes.com/sites/deeppatel/2017/03/22/11-powerful-traits-of-successful-leaders> [1 November 2017].

⁸⁶Dilys Robinson, Sarah Perryman & Sue Hayday, The Drivers of Employee Engagement, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): 35.

⁸⁷Leon Ho, **14 Powerful Leadership Traits (That All Great Leader Have)**, [online], source: <https://www.lifehack.org/674245/14-powerful-Leadership-traits-that-all-great-Leader-have>, [15 January 2017].

⁸⁸Sirion Wichawut, **Leadership Psychology**, 2nd Edition, (Bangkok: Thammasat Printing House, 2014), pp.8.

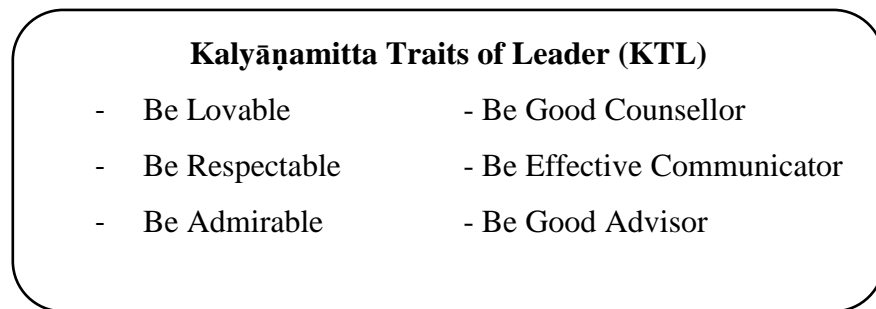


Figure 4.7: The Components of Kalyāṇamitta Traits of Leader

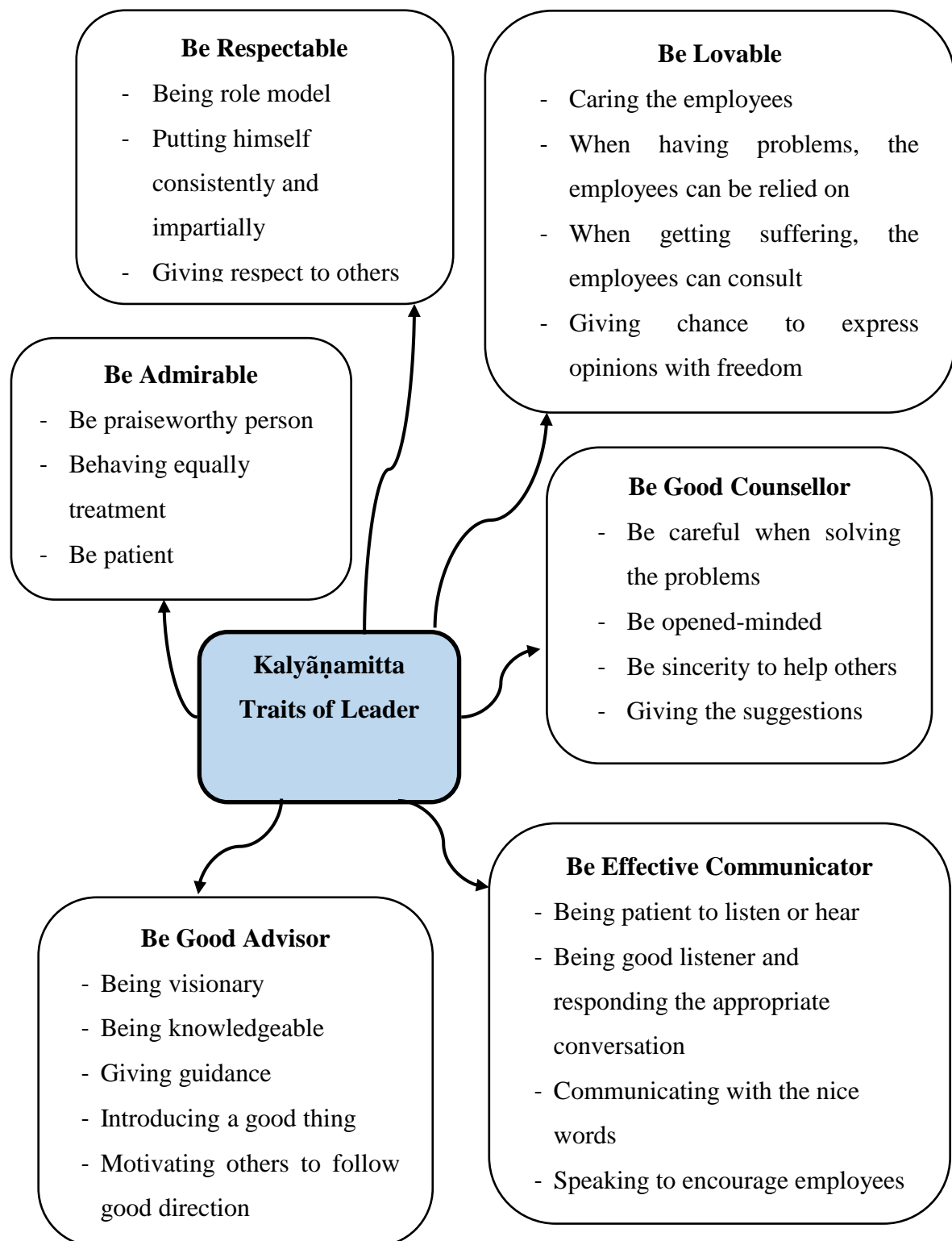


Figure 4.8: The Characteristics of Kalyāṇamitta Traits of Leader

2.4 The results of Sustainable Employee Engagement characteristics have shown as below opinions.

“The sustainable employee engagement can be measured by unity, all are the same direction, think together, talk together. Having Saddhā – faith is loving organization, same directions same goals. Saddhā and Chanda is the same, loving, satisfaction and lead to persistence called Vīriya, all will have same objective.”⁸⁹

“The sustainable employee engagement can be described by Sīla, Buddhist ethics; Samādhi, concentration and wisdom. It can be evaluated by self-dedication and royalty of the employee; Kāyasucarita, good conduct in action; Vacāsucarita, good action in speech; good conduct in words; and Manosucarita good mental action, good conduct in thought. Wisdom means wisdom to have solutions when organizations having problems, development yourself, do your jobs well. Measurement by using Iddhipāda Four or Kāyasucarita. Be royalty, have confidence in your organization, love organization, foresee the solutions, working with challenged jobs, working with value added to yourself, organization and social.”⁹⁰

“Employees in the organization are happy, they do not change work, come to work on time. They have a meeting regularly. When have any problems, they discuss and share together. Everyone has the same goal which are the prosperity of the organization, no selfishness and wayward. On every meeting, all members have the opportunity to express their opinions fully for ultimate objectives. Everyone has no ego identity barrier. On another side, employees should have outstanding qualifications, called Ariyāvaddhi 5. First, Faith that having confidence and trust in the organization, in the core of truths and real goodness of rational. Second, Percepts, good conduct, discipline, living honestly, each employee is careful both physically and mentally composition, not causing physical and verbal abuse. Third, Suta, learning and listening to enhance on education, seeking more knowledge, enhancing the knowledge in the working system regularly. Forth, Cāga, generous sacrifice, generous help, tolerant, willingness to listen and cooperate, do not be selfish, sharing.

⁸⁹Interview with Key Informant A1, 23 July 2017.

⁹⁰Interview with Key Informant A2, 30 July 2017.

Fifth, Wisdom, having knowledge, cognitive thinking, understanding the rationale, having the intelligence to think accurately.”⁹¹

“The engagement can be both with people and place. The engagement occurs between people such as leaders can remember a birthday of employees, this is an impression and can make the employees to love organization. The engagement with place means where to stay, wherever organization that giving warm, happiness, sad, or giving opportunities. In addition, it can use Iddhipāda Four to evaluate the engagement because Iddhipāda Four is the way of accomplishment. The organization must have the employees who love their organization and interested in the job, they dedicate to work hard, learn to reduce the mistake, find out the way to protect the damage, it means that the employees takes care of their work. Giving one work to them, they are interested to do or not, they are responsible or not, immediate implementation or not, quick responses or not, If the work done, they are proud of their work.”⁹²

“The person who have sustainable employee engagement, the most important is to have Iddhipāda Four. First, the employees must have love, love the jobs. When the employees love the jobs, wherever they move to work, they automatically love the jobs and organization, this is Chanda. When we have Chanda, other elements are followed. You can notice that when people have a lot of Chanda, Vīriya - the effort, vigour is followed. Therefore, when Chanda comes, others – Vīriya, Citta, Vīmaṃsā come naturally. We must encourage people in the organization to truly love the work because truly love the work makes them to love organization.”⁹³

“The definition of sustainable employee engagement must be clearly identified. Affective commitment, feeling the ownership, unity with organization. The sustainable can be defined on another term called truly engagement meaning that persons who want their jobs success and need their organizations moving ahead,

⁹¹Interview with Key Informant A3, 5 August 2017.

⁹²Interview with Key Informant A4, 27 July 2017.

⁹³Interview with Key Informant A5, 15 October 2017.

feeling ownership, accept the vision and goals of the organization, join force to success.”⁹⁴

“Um...this can answer in terms of Buddhism, normal employee must engage with good work, good salary, good benefits, good boss, future growth, therefore, these employees have long engagement, it might be called sustainability because these factors are all. However, if those factors do not have? For example, comparing between the company in Thai and Germany, in Germany if it shows less profit performance, the employees are pleased to reduce the salary, they are pleased to do more working hours in order to let the company to survive. Therefore, they are not be unstable with this. It was measured that Japanese employees are high engagement....even the boss slowed down, had problems, they still engaged with their boss, they did not change the boss, not change the company...this is the picture in the past. Therefore, the sustainable employee engagement must be occurred from the consciousness with work, it is the psychological involvement, it is the engaging psychology. Even the environment is problematic, policy has problems, or working situation not stable and growth but having the engaging mind, the sustainability is still occurred. In terms of Buddhist, it is called Lokuttara. All are above external factors, having problems with boss, the employees still engage. It is the inner engagement, not external engagement. The sustainable engagement is the inner mind. If we use Iddhipāna; Chanda, Vīriya, Citta, Vīmaṃsā, we can translate to be one word called engagement. We engage because we love those works or jobs. We engage because we do not step back, have problems with work, we brave to do and not discourage, concentrate, good or bad and improve and develop it. We can call Four Engagements or Four Involvement.”⁹⁵

“In general, we estimate from happiness, satisfaction of the employees. Sustainable employee engagement means all dedication that we have, emphasis on the public rather than the individual. In my opinion, sustainable engagement is profound more than normal engagement. It is the insider of individual, personal that they must make it, same as family that is sustainability that we cannot cut relationship.

⁹⁴Interview with Key Informant B1, 11 July 2017.

⁹⁵Interview with Key Informant B2, 28 August 2017.

Therefore, the characteristic of sustainable employee engagement must be active, want to know, want to enhance knowledge, and accept the changes. This type of personality must be high dedication to work. It is difficult to screen out this kind of personality traits, if we find them, we should keep them. They cannot buy with money or any motivation, they dedicate themselves to develop the organization. Stay with organization, someone stay with motivation such as get gold bar when work for 10 years, therefore, they do stay without heart.”⁹⁶

“The employee engagement is evaluated by the work satisfaction, the employees like to help others, positive talk with their organization. Engagement likes a couple that we are getting married. Satisfaction and engagement are not the same. Some people are satisfaction but not engagement. Engagement is we love this organization same as our home. When we love our home, it means that we do more than we get. If we see organization as our home, we have never tried, we love to do everything and do it better and better, we feel love and engage. The engaged employees dedicate as they can. Then if they engaged, they would not say “what I get” but they say “what I give”, “I am valuable, my jobs are important, my jobs are useful and meaningful, my voice is listened”. Therefore, they feel valuable in the organization, have self-esteem.”⁹⁷

“The employees are a part of organization’s successful, a part of building successful in the organization, the engagement without a monetary variable, and stay with the organization, use the energy making the organization successful. In summary, love organization, have commitment being ownership and use their own capabilities to make organization successful, the money is the factor but not important. The main characteristic is the employees give the royalty to the organization. First, the employee must stay in the organization, he does not change work or move to another organization even that organization has the better motivation factor. Second, they dedicate themselves towards his organization and make the organization successful. Third, they have the heart engagement and love organization. This means that the employees even exist from the organization but they still talk

⁹⁶Interview with Key Informant B3, 30 August 2017.

⁹⁷Interview with Key Informant B4, 9 August 2017.

about their previous organization with positive words (wherever they stay, they talk positive with his organization). The employees might move out the organization because of the career path, therefore they might need to change the job. They dedicate themselves to work hard, stay with self-improvement consistently, have the affective feeling and engaging mind toward organization.”⁹⁸

“The characteristic of employee engagement can be measured from 6 aspects of Employee Engagement Model, measured by royalty and stay long with organization, by the employee performance appraisal evaluation that how much contribution of employees, how much their dedication, and by Business Growth (Contribution) and lastly measured by the resignation of employees.”⁹⁹

“The employees should be successful, growing up with ideas, creative thinking and building the good environment to the organization. The employees have to love their work they are handling, they should love their organization as well. They always talk with positive attitude or positive thinking wherever they are working with. They must dedicate them to work during working time, no need to work longer hours but working to have a qualified works. They should evaluate their work regularly whether the results are good or not good, should improve their work as well. Apart from that they should develop themselves at all times because of world changing daily.”¹⁰⁰

“If we need to evaluate the engagement, we can measure from dedication. This is in the individual level. They are ready to support all activities to the organization. They can think ahead instead of organization. First, we would like our employees feel that they do the challenge jobs at all the time because it is a meaningful job. Second, we want our employees to know that they can be growth, it is not only growth in position but they grow with personally meaning that they can enhance their knowledge, maturity growth. Third, empowerment is our employee flexible in decision making under their roles. We can emphasize the sustainability that we can develop our employees who can work their duties and roles, having rights to

⁹⁸Interview with Key Informant B5, 20 September 2017.

⁹⁹Interview with Key Informant C1, 8 August 2017.

¹⁰⁰Interview with Key Informant C2, 23 August 2017.

think and relate to implement the targets to achieve and recognize in what they do. If the employees have high engagement, the employees understand the organization, ready to work hard more than expectation.”¹⁰¹

“The indicators of sustainable employee engagement are dedication, loving organization, knowing the important of the organization, making the benefits to the organization. In the past, work long life was important but currently there are many changes and culture changes. In the Japanese organization, if the employees work long life without qualities of work, it shows that the organization not good or in bad situation. If good employees with qualities and stay long life, this means organization has the sustainable engagement. In addition, the employees always evaluate themselves and develop themselves, this can develop the sustainable organization. The employee engagement can be measured by their dedication and contribution, loving their work that they do, loving their organization. In addition, the employees should regularly monitor themselves for the outcome of work and their performance and they should always develop themselves because all of these can lead them to the higher position. Especially, if they do not expect any return from their improvement, at least they can grow up with their performance, with their own experiences.”¹⁰²

“Evaluation can see from many points. If we need to see the sustainability indicators such as the turnover rate but it cannot indicate whether sustainable or not. Second is the achievement of organization’s objectives. If it is successful, it means that the employees dedicate their work and to the organization. Third, if indicating by feeling of employees such as engagement index of satisfaction whether they satisfy with their work. Next, the statistics of complaints from employees, the organizations must measure by these indicators all together. Moreover, motivation factors are not only money, proud of work is the one of motivation, the employees are proud of work they done. Growing in their career path, self-development such as having training, seminar that are not high cost but in terms of mental attachment, is also motivation. Iddhipāna Four can be evaluated the sustainable employee engagement. However, it is

¹⁰¹Interview with Key Informant C3, 8 September 2017

¹⁰²Interview with Key Informant C4, 25 September 2017.

difficult to evaluate by individually because normally no one would like others to know their feeling and do not want to other know who they are.”¹⁰³

In sum, the views from the key informants in the context of organizations that has complied employee engagement as the strategy. There were many key informants expressed the important of leader as the driver of employee engagement. It indicates that in the reality of practitioner environment, the characteristics of leader is important for the employee engagement. Moreover, most of key informants informed that the leader is very important in the context of employee engagement, “when getting good leaders, all employees love, give respect and faith to the leader, and ready to work and dedicate to work as assignments”¹⁰⁴, finally the organization can be sustainable¹⁰⁵. “the employees think that the leader is their role model¹⁰⁶ of their working styles. The leader is important because when the employees want to leave from the organization, one important reason is influential from the leader¹⁰⁷, the leader can make the employees change the job¹⁰⁸.

The above data, it was described Sustainable Employee Engagement which be illustrated as below Figure 4.9 and Figure 4.10.

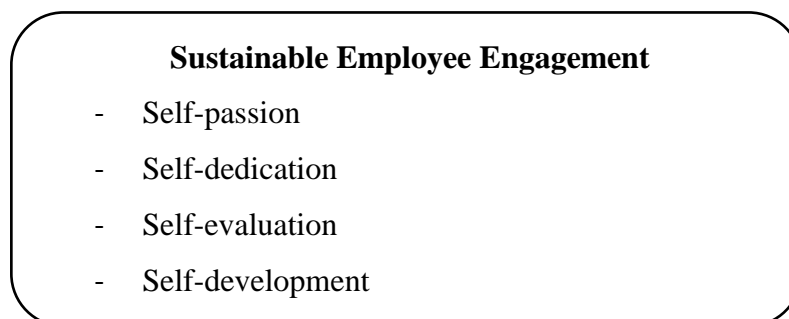


Figure 4.9: The Components Sustainable Employee Engagement

¹⁰³Interview with Key Informant C5, 11 October 2017.

¹⁰⁴Interview with Key Informant A3, 5 August 2017.

¹⁰⁵Interview with Key Informant A5, 15 October 2017.

¹⁰⁶Interview with Key Informant C3, 8 September 2017.

¹⁰⁷Interview with Key Informant B1, 11 July 2017.

¹⁰⁸Interview with Key Informant B5, 20 September 2017.

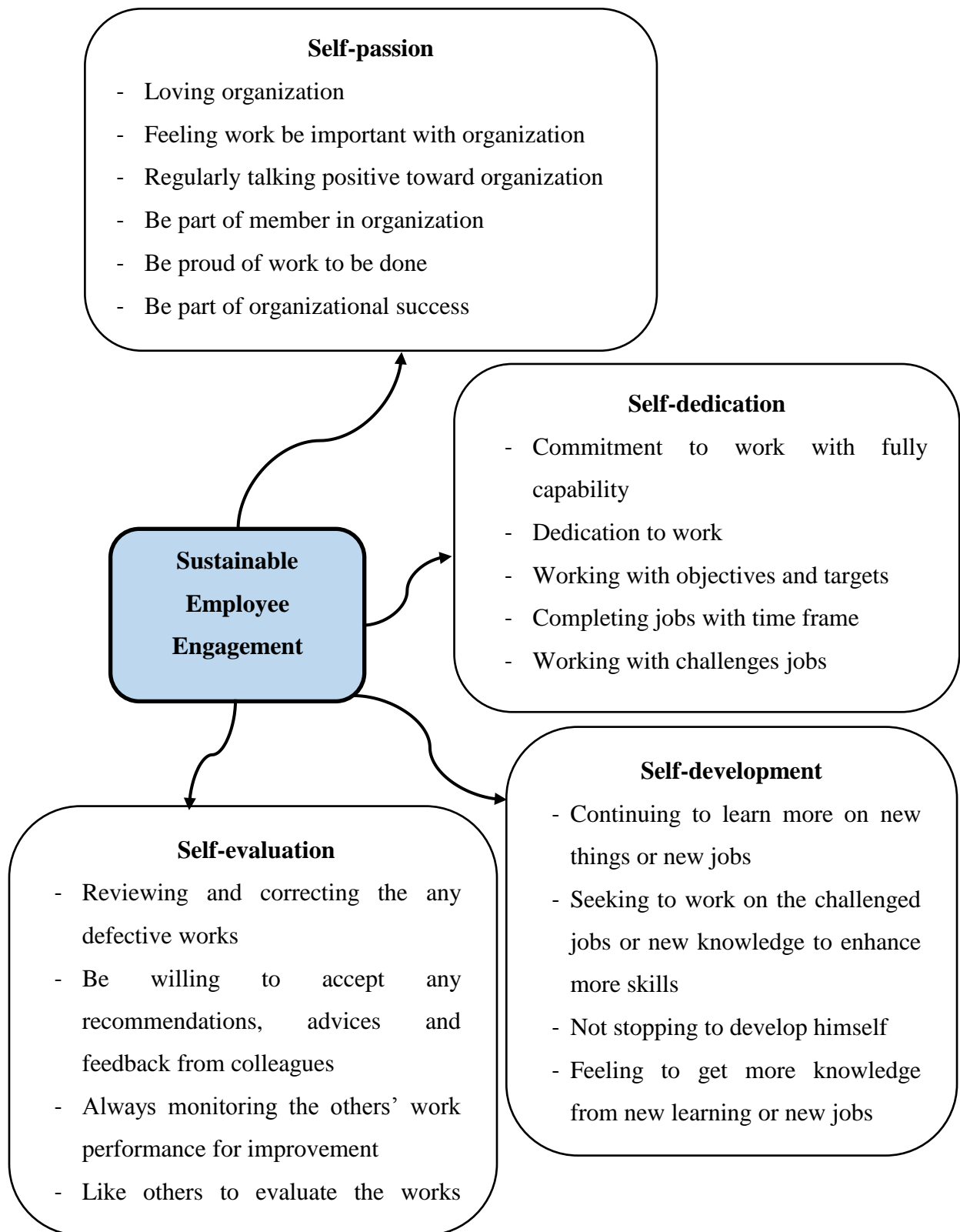


Figure 4.10: The Characteristics of Sustainable Employee Engagement

From the data collection and analysis of in-depth interview, the researcher summarized the research constructed framework as below and illustrated as Figure 4.11.

This study and analysis to find out the variables that predicted the sustainable employee engagement with Buddhist Psychological Traits after doing in-depth interview, therefore, the researcher developed the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits which be consisted of 3 latent variables classified to 1 exogenous latent variable and 2 endogenous latent variables with all 18 observed variables.

1) Endogenous Latent Variables and Observed Variables

There were 2 endogenous latent variables which consisted of 10 observed variables.

(1) Sustainable Employee Engagement is the unique characteristics of employee which occurred from their inner mind. There were 4 observed variables 1) Self-passion, 2) Self-dedication, 3) Self-evaluation and 4) Self-development.

1) Self-passion is the employees love their works or jobs, feeling that their works are important; love their organization that they are working with and be proud to be part of organization's success, talk positive toward their organization.

2) Self-dedication is the employees commit to work hard with their fully capabilities, dedicate themselves for achievement, give the extra miles for working without any requests, working with objectives and targets, working with challenged jobs and complete jobs with timeframe.

3) Self-evaluation is the employees regularly search themselves for the improvement points, accept other's recommendations and feedback without any dispute, monitor other's work performance, all for improvement and accomplishment.

4) Self-development is the employees continue to learn more on new things or new job assignments, seek new knowledge and challenged jobs for more skills, always develop themselves.

(2) Kalyāṇamitta Traits of Leader as the Mediator is the leader that has the specific traits behaving toward their followers and might make the employees to have more sustainable employee engagement. There are 7 observed variables 1) Be

Lovable, 2) Be Respectable, 3) Be Admirable, 4) Be Good Counsellor, 5) Be Effective Communicator, 6) Be Good Advisor.

1) Be Lovable is the leader always care the employees, gives the chance to the employees expressing their opinions, the employees can consult with the leader and be relied on.

2) Be Respectable is the leader is a role model of employees, has the consistent behavior and impartially, giving respect to others.

3) Be Admirable is the leader being praiseworthy person, acts equal treatment, be able to tolerate frustration and stress, dedicating himself.

4) Be Good Counsellor is the leader is careful with problem-solving, opened-mind to change, optimistic, sincerity to help others and giving the recommendations.

5) Be Effective Communicator is the leader is good listener and explainer, listens the employees for all stories, be patient to listen both positive and negative words, speaks a good speech of encouragement and gives compliments words, expresses the kindness and sincerity.

6) Be Good Advisor is leader being visionary, knowledgeable, introduces the good things and guidance, leads the employees to behave good and positive directions.

2) Exogenous Latent Variable and Observed Variables

There was 1 endogenous latent variable which consisted of 8 observed variables.

The integration of Buddhist principles and personality traits to be Buddhist psychological traits. Buddhist psychological traits was the integrated unique traits of employees who have 8 observed variables 1) Good Heart, 2) Good Speech, 3) Good Sociable, 4) Good Consistency Behavior, 5) Conscientiousness, 6) Optimistic, 7) Recognition of Differences and 8) Friendliness.

1) Good Heart is the employees sacrifice, share for the benefit of others in the organization, give the advice and share knowledge and teach work.

2) Good Speech is the employees speak with kindness, nice words and truth words, speak with useful information and reasonable with suitable time and

environment, nice speak together in the organization till making all people work together, and lastly speak positively about the organization.

3) Good Sociable is the employees have the voluntarily mind, help each other in the organization, have to understand others.

4) Good Consistency Behavior is the employees do the right thing, behave consistently manner, and stay with love and kindness with good wishes in the organization.

5) Conscientiousness is the employees have the responsible of their duty, be work hard and commitment to work successfully, have faith, and be proud of the work done.

6) Optimistic is employees have a positive attitude, have a good attitude, have optimism for work and speak positively about the organization.

7) Recognition of Differences is the employees accept the opinions of others, open mind to accept things and learn new things.

8) Friendliness is the employees have trust and good intentions toward others, be glad to help others, feeling of “We and I”, go together.

The construct framework of the causal model for sustainable employee engagement with Buddhist psychological traits is illustrated as below Figure 4.11.

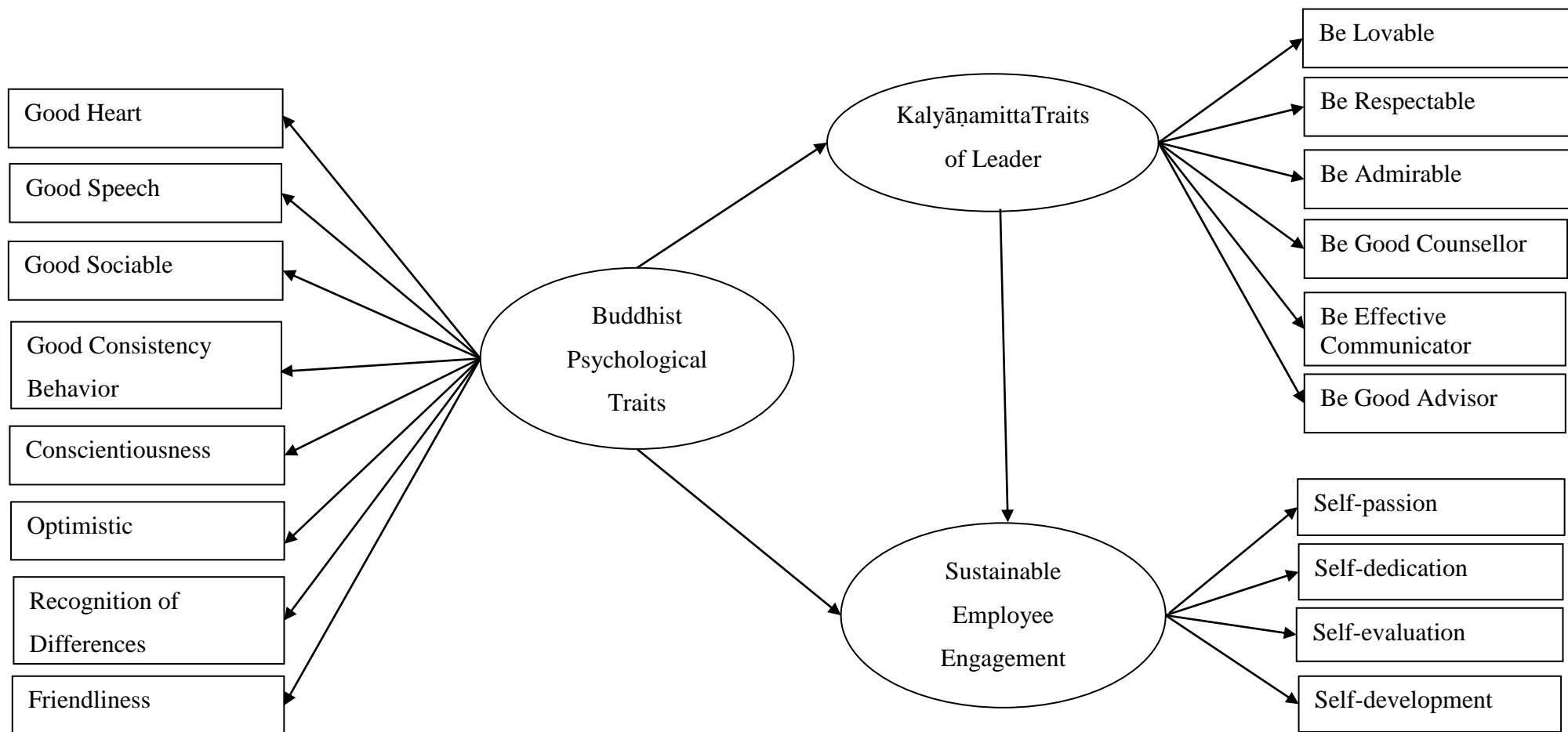


Figure 4.11: The Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits Framework by Field Study: In-depth Interview (Grounded Study)

4.2 Analysis Results of Quantitative Research Method

In this part of validation and analysis results, the results of the causal model for sustainable employee engagement with Buddhist psychological traits and the results of relationship analysis of direct variables and indirect variables of the model, the modification of model, the goodness of fit statistics with empirical data in order to response the third research question which separated to two parts as below.

From the results of document research and related research works and also the field study of in-depth interview, the research can summarize the operational definitions used in this research and can show the research framework as below Figure 4.12.

1. Endogenous Latent Variable and Mediator

1.1 Sustainable employee engagement is the unique characteristics of employee which occurred from their inner mind or their inner self.

1) Self-passion is the employees love their works or jobs, feeling that their works are important; love their organization that they are working with and be proud to be part of organization's success, talk positive toward their organization.

2) Self-dedication is the employees commit to work hard with their fully capabilities, dedicate themselves for achievement, give the extra miles for working without any requests, working with objectives and targets, working with challenged jobs and complete jobs with timeframe.

3) Self-evaluation is the employees regularly search themselves for the improvement points, accept other's recommendations and feedback without any dispute, monitor other's work performance, all for improvement and accomplishment.

4) Self-development is the employees continue to learn more on new things or new job assignments, seek new knowledge and challenged jobs for more skills, always develop themselves.

1.2 Kalyāṇamitta traits of leader is the leader that has the specific traits behaving toward their followers and creating trust and can make the employees to have more sustainable employee engagement.

1) Be Lovable is the leader who always care the employees, gives the chance to the employees expressing their opinions, the employees can consult with the leader and be relied on.

2) Be Respectable is the leader who be a role model of employees, has the consistent behavior and impartially, giving respect to others.

3) Be Admirable is the leader who be praiseworthy person, acts equal treatment, be able to tolerate frustration and stress, dedicating himself.

4) Be Good Counsellor is the leader who be careful with problem-solving, opened-mind to change, optimistic, and sincerity to help others and giving the recommendations.

5) Be Effective Communicator is the leader who be good listener and explainer, listens the employees for all stories, be patient to listen both positive and negative words, speaks a good speech of encouragement and gives compliments words, expresses the kindness and sincerity.

6) Be Good Advisor is the leader who be visionary, knowledgeable, introduces the good things and guidance, leads the employees to behave good and positive directions.

2. Exogenous Latent Variables and Observed Variables

2.1 Buddhist psychological traits is the integrated unique traits of employees, which enhanced sustainable employee engagement.

1) Good Heart is the employees sacrifice, share for the benefit of others in the organization, give the advice and share knowledge and teach work.

2) Good Speech is the employees speak with kindness, nice words and truth words, speak with useful information and reasonable with suitable time and environment, nice speak together in the organization till making all people work together, and lastly speak positively about the organization.

3) Good Sociable is the employees have the voluntarily mind, help each other in the organization, have to understand others.

4) Good Consistency Behavior is the employees do the right thing, behave consistently manner, and stay with love and kindness with good wishes in the organization.

5) Conscientiousness is the employees have the responsible of their duty, be work hard and commitment to work successfully, have faith, and be proud of the work done.

6) Optimistic is the employees have a positive attitude, have a good attitude, have optimism for work and speak positively about the organization.

7) Recognition of Differences (Adaptability) is the employees accept the opinions of others, open mind to accept things and learn new things.

8) Friendliness is the employees have trust and good intentions toward others, be glad to help others, feeling of “We and I”, go together.

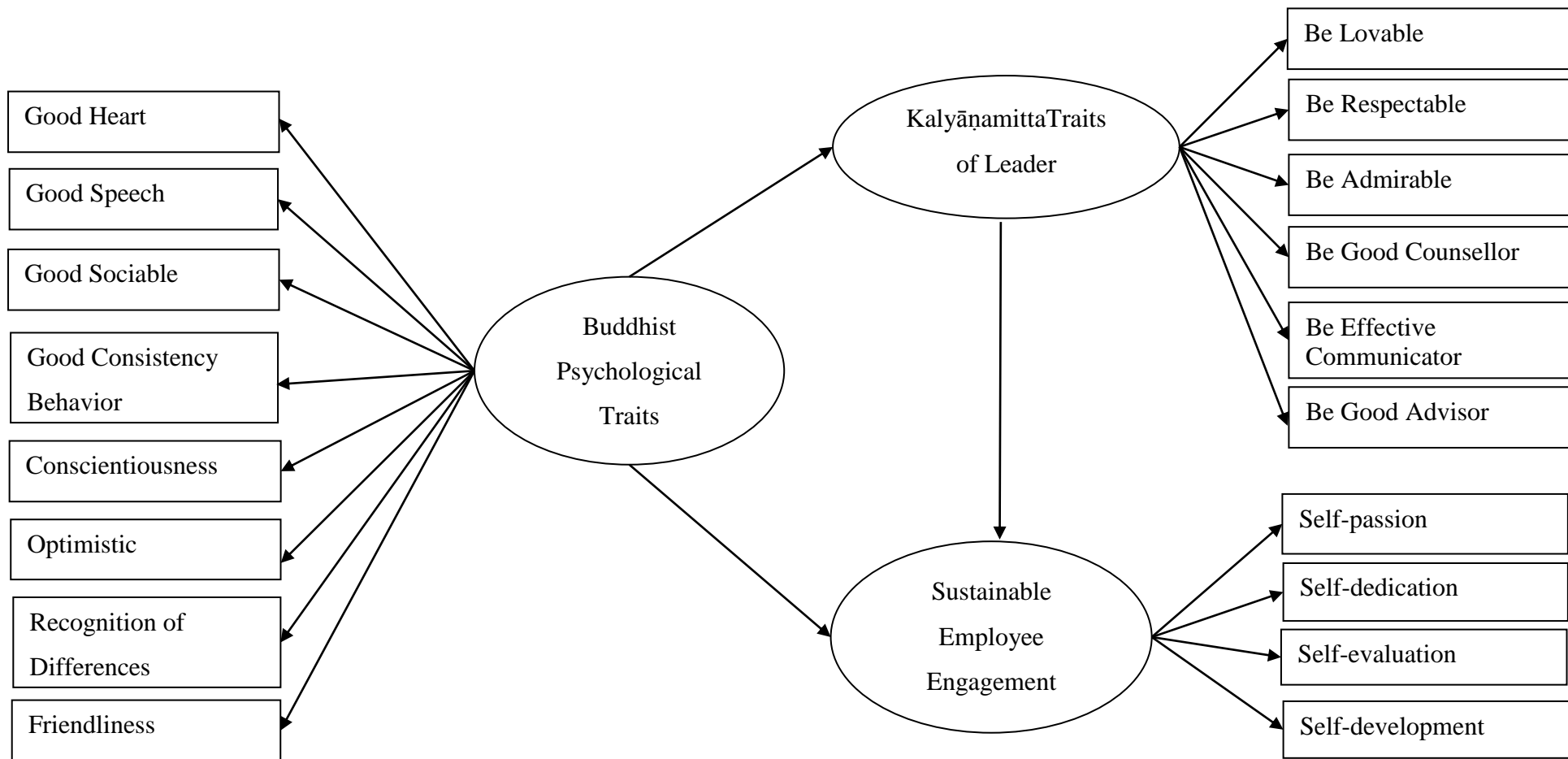


Figure 4.12: Research Framework of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator

4.2.1 The Results of Goodness of Fit Test Statistics of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits and the Results of the Direct and Indirect Effects Analysis on the Variables in the Model

The presentation of the results of quantitative data analysis, the researcher has defined symbols and abbreviations used to represent the variables as below.

1) Symbols Used in the Research Analysis

2.1.1. Symbols and abbreviation represent statistical variables

n	represents	Sample size
\bar{X}	represents	Mean
S.D.	represents	Standard Deviation
Max	represents	Maximum
Min	represents	Minimum
C.V.	represents	Coefficient of Variation
Sk	represents	Skewness
Ku	represents	Kurtosis
χ^2	represents	Chi-Square (the likelihood ratio)
df	represents	Degree of freedom
p	represents	Significant
TE	represents	Total effect
ID	represents	Indirect effect
DE	represents	Direct effect
R	represents	Multiple Correlation Coefficient
R ²	represents	Coefficient of Determination (Square Multiple Correlation)
AVE	represents	Average Variance Extracted
GFI	represents	Goodness of Fit Index
AGFI	represents	Adjusted Goodness of Fit Index
RMR	represents	Root Mean Square Residual
RMSEA	represents	Root Mean Square Error of Approximation

2) Abbreviations represent Latent Variables

BPT	represents	Buddhist Psychological Traits
BT	represents	Buddhist Traits of Winning Personal Heart
PT	represents	Personality Traits of Holding Other Hearts
KTL	represents	Kalyāṇamitta Traits of Leader
SEE	represents	Sustainable Employee Engagement

3) Abbreviations represent Observed Variables

BT1	represents	Good Heart
BT2	represents	Good Speech
BT3	represents	Good Sociable
BT4	represents	Good Consistency Behavior
PT1	represents	Conscientiousness
PT2	represents	Optimistic
PT3	represents	Recognition of Differences
PT4	represents	Friendliness
KTL1	represents	Be Lovable
KTL2	represents	Be Respectable
KTL3	represents	Be Admirable
KTL4	represents	Be Good Counsellor
KTL5	represents	Be Effective Communicator
KTL6	represents	Be Good Advisor
SEE1	represents	Self-passion
SEE2	represents	Self-dedication
SEE3	represents	Self-evaluation
SEE4	represents	Self-development

4) In this research, the results of quantitative data analysis were obtained from the LISREL program which used the Arabic numerical data to present analytical results in the tables and figures or diagrams for clarity and consistency with the data taken from the diagrams and print out of the data analysis results.

4.2.2 The Statistic Results of Demographic Data of the Respondents

From below Table 4.1, it indicated the personal information of 540 respondents. It showed that the respondents 60.40% were female and 39.60% were male. Age below 25 years old was 6.50%, between 25-45 years old was 73.70% and more than 45 years old was 19.80%. The education level, the respondents were below bachelor degree 14.10%, bachelor degree 65.90%, masters degree 18.00%, and others 2.00%. The marital status, the single was 58.70%, married was 36.90% and divorce was 4.40%. The working experience, respondents who have 5 years and below was 31.30%, followed by 6 - 10 working years was 19.30%, 11 – 15 years was 14.10%, 16 – 20 years was 11.50%, 21 – 25 years was 12.60%, 26 – 30 years was 7.60% and more than 30 years was 3.70%. The current position can be separated in officer level 73.90%, supervisor level 18.30%, middle management level 6.70%, and senior management level 1.10%.

Table 4.1: Demographic Characteristics of the Respondents

General Information	Number	Percentage
Gender		
Male	214	39.60
Female	326	60.40
Total	540	100
Age		
Below 25 years	35	6.50
25-45 years	398	73.70
More than 45 years	107	19.80
Total	540	100
Educational Level		
Below Bachelor Degree	76	14.10
Bachelor Degree	356	65.90
Master Degree	97	18.00
Doctoral Degree	1	0.20
Others	10	1.80
Total	540	100
Marital Status		
Single	317	58.70
Marriage	199	36.90

General Information	Number	Percentage
Divorce	24	4.40
Total	540	100
Working Experience in Current Organization		
5 years and below	169	31.30
6 – 10 years	104	19.30
11 – 15 years	76	14.10
16 – 20 years	62	11.50
21 – 25 years	68	12.60
26 – 30 years	41	7.60
More than 30 years	20	3.70
Total	540	100
Position in the Current Organization		
Officer Level	399	73.90
Supervisor Level	99	18.30
Middle Management Level	36	6.70
Top Management Level	6	1.10
Total	540	100

4.2.3 The Results of Descriptive Statistical Analysis of each Observed Variables of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator

The descriptive statistical analysis of the variables used in each construct, there were 18 observed variables used to measure 3 latent variables; Buddhist Psychological Traits (BPT), Sustainable Employee Engagement (SSE) and Kalyāṇamitta Traits of Leader (KTL) as Mediator. The objective is to study the distribution and the distribution of each observed variables. The statistics used are mean (\bar{X}), standard deviation (S.D.), Minimum (Min), Maximum (Max), Coefficient of Variation (C.V.), Skewness (Sk), Kurtosis (Ku). From below Table 4.2 the interpretation and the results of each variables can be described as below.

Buddhist Psychological Trait (BPT), there are 8 observed variables which are Good Heart (BT1), Good Speech (BT2), Good Sociable (BT3), Good Consistency

Behavior (BT4), Conscientiousness (PT1), Optimistic (PT2), Recognition of Differences (PT3) and Friendliness (PT4). It was found that the overall value of Buddhist Psychological Traits (BPT) was at the most score level ($\bar{x} = 4.06$). Considering the individual observed variables, Good Heart (BT1) was most score level ($\bar{x} = 4.18$), followed by Friendliness (PT4) at ($\bar{x} = 4.13$), Conscientiousness (PT1) at ($\bar{x} = 4.11$), Good Sociable (BT3) at ($\bar{x} = 4.09$), Good Speech (BT2) at ($\bar{x} = 4.04$), Optimistic (PT2) at ($\bar{x} = 4.03$), Good Consistency Behavior (BT4) at ($\bar{x} = 3.95$) and Recognition of Differences at ($\bar{x} = 3.95$) respectively. Measuring the coefficient of variation (C.V.) of observed variables, it was found that variables were distributed between 11.15 - 14.16 percent. Measuring the skewness (Sk) of observed variables, it was found that Good Equality Behavior (BT4) and Recognition of Difference (PT3) were score 0.11 and 0.21 right skewness (positive skewness) indicating that the value of the variables was less than the mean. While Good Heart (BT1), Good Speech (BT2), Good Sociable (BT3), Conscientiousness (PT1), Optimistic (PT2), Friendliness (PT4) were score -0.39 to -0.14 left skewness (negative skewness) indicating that the value of the variables was higher than the mean. Considering the kurtosis (Ku), it was found that Recognition of Differences (PT3), distribution of data was higher than the normal curve (Ku greater than 0), indicating that the dataset is little distributed. Good Heart (BT1), Good Speech (BT2), Good Sociable (BT3), Good Consistency Behavior (BT4), Conscientiousness (PT1), Optimistic (PT2) and Friendliness (PT4), distribution of data was in a flat shorter than the normal curve (Ku less than 0) indicating that the dataset was very distributed.

Kalyāṇamitta Traits of Leader (KTL), there were 6 observed variables which are Be Lovable (KTL1), Be Respectable (KTL2), Be Admirable (KTL3), Be Good Counsellor (KTL4), Be Effective Communicator (KTL5) and Be Good Advisor (KTL6). It was found that the overall value of Kalyāṇamitta Traits of Leader (KTL) was at the most score level ($\bar{x} = 3.86$). Measuring the individual observed variables, Be Respectable (KTL2) was most score level ($\bar{x} = 4.01$), followed by Be Good Counsellor (KTL4) at ($\bar{x} = 3.87$), Be Admirable (KTL3) at ($\bar{x} = 3.86$), Be Good Advisor (KTL6) at ($\bar{x} = 3.84$), Be Lovable (KTL1) at ($\bar{x} = 3.81$) and Be Effective Communicator (KTL5) at ($\bar{x} = 3.75$) respectively. Measuring the distribution coefficient (C.V.) of observed variables, it was found that variables were distributed

between 15.32 – 19.05 percent. Measuring the skewness (Sk) of observed variables, it was found that all variables Be Lovable (KTL1), Be Respectable (KTL2), Be Admirable (KTL3), Be Good Counsellor (KTL4), Be Effective Communicator (KTL5) and Be Good Advisor (KTL6) were score -0.52 to -0.01 left skewness (negative skewness) indicating that the value of the variables are higher than the mean. Measuring the kurtosis (Ku), it found that Be Lovable (KTL1) and Be Good Counsellor (KTL4), distribution of data was higher than the normal curve (Ku greater than 0), indicating that the dataset was little distributed. Be Respectable (KTL2), Be Admirable (KTL3), Be Effective Communicator (KTL5) and Be Good Advisor (KTL6), distribution of data was in a flat shorter than the normal curve (Ku less than 0) indicating that the dataset was very distributed.

Sustainable Employee Engagement (SEE), there were 4 observed variables which were Self-passion (SEE1), Self-dedication (SEE2), Self-evaluation (SEE3), Self-development (SEE4). It was found that the overall value of Sustainable Employee Engagement (SEE) is high score level ($\bar{x}=3.95$). Measuring the individual observed variables, Self-development (SSE4) was most score level ($\bar{x}=4.12$), followed by Self-dedication (SEE2) at ($\bar{x}=4.07$), Self-passion (SEE1) at ($\bar{x}=4.00$) and Self-evaluation (SEE3) at ($\bar{x}=3.60$) respectively. Measuring the coefficient of variation (C.V.) of observed variables, it was found that variables were distributed between 12.00 - 14.91 percent. Measuring the skewness (Sk) of observed variables, it is found that Self-evaluation (SEE3) was score 0.31 right skewness (positive skewness) indicating that the value of the variable was less than the mean, while Self-passion (SEE1), Self-dedication (SEE2), Self-development (SEE4) were score -0.35 to -0.19 left skewness (negative skewness) indicating that the value of the variables is higher than the mean. Measuring the kurtosis (Ku), it was found that Self-evaluation (SEE3), distribution of dataset was higher than the normal curve (Ku greater than 0), indicating that the data was little distributed. Self-passion (SEE1), Self-dedication (SEE2) and Self-development (SEE4), distribution of data was in a flat shorter than the normal curve (Ku less than 0) indicating that the dataset is very distributed.

Table 4.2: The Descriptive Statistics of Observed Variables of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator (n=540)

Variables	\bar{X}	Level	S.D.	Min	Max	C.V.	Sk	Ku
Buddhist Psychological Traits (BPT)	4.06	High	0.41	2.97	4.96	10.03	-0.05	-0.34
Good Heart (BT1)	4.18	High	0.48	2.50	5.00	11.51	-0.20	-0.46
Good Speech (BT2)	4.04	High	0.55	2.00	5.00	13.61	-0.27	-0.20
Good Sociable (BT3)	4.09	High	0.50	2.50	5.00	12.25	-0.25	-0.08
Good Consistency Behavior (BT4)	3.95	High	0.53	2.67	5.00	13.51	0.11	-0.59
Consciousness (PT1)	4.11	High	0.52	2.43	5.00	12.67	-0.39	-0.18
Optimistic (PT2)	4.03	High	0.57	2.29	5.00	14.16	-0.14	-0.64
Recognition of Differences (PT3)	3.95	High	0.44	2.57	5.00	11.15	0.21	0.16
Friendliness (PT4)	4.13	High	0.51	2.57	5.00	12.25	-0.16	-0.38
Kalyāṇamitta Traits of Leader (KTL)	3.86	High	0.58	1.89	5.00	15.10	-0.27	-0.14
Be Lovable (KTL1)	3.81	High	0.66	1.67	5.00	17.37	-0.27	0.04
Be Respectable (KTL2)	4.01	High	0.67	2.00	5.00	16.62	-0.43	-0.22
Be Admirable (KTL3)	3.86	High	0.64	1.67	5.00	16.50	-0.19	-0.21
Be Good Counsellor (KTL4)	3.87	High	0.74	1.00	5.00	19.05	-0.52	0.32
Be Effective Communicator (KTL5)	3.75	High	0.59	1.83	5.00	15.80	-0.01	-0.35
Be Good Advisor (KTL6)	3.84	High	0.59	1.67	5.00	15.32	-0.08	-0.11
Sustainable Employee Engagement (SEE)	3.95	High	0.43	2.54	5.00	10.98	-0.15	-0.17
Self-passion (SEE1)	4.00	High	0.60	2.00	5.00	14.91	-0.19	-0.20
Self-dedication (SEE2)	4.07	High	0.52	2.33	5.00	12.73	-0.35	-0.17
Self-evaluation (SEE3)	3.60	High	0.43	2.50	5.00	12.00	0.31	0.20
Self-development (SEE4)	4.12	High	0.60	2.00	5.00	14.56	-0.28	-0.28

4.2.4 The Results of Relationship Analysis Between Observed Variables Used to Construct Correlation Matrix of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator

The results of relationship analysis between observed variables used to construct the correlation matrix of this model was analysed by Pearson Product Moment Correlation Coefficient, Buddhist Psychological Traits (BPT), Sustainable Employee Engagement (SEE) and mediator of Kalyāṇamitta Traits of Leader (KTL)

From below Table 4.3, the results were found that Bartlett's Test of Sphericity which was the test hypothesis that the correlation matrix was the identify matrix or not. The statistic value was 7717.934 ($p=0.000$) indicating that the correlation matrix between all observed variables were significantly different from the identify matrix at the 0.01 level of significance. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was 0.955 with a value close to 1 indicating that the variables in this dataset were correlated which is suitable to analyze the LISREL model.

Measuring the correlation of 18 observed variables, it was found that the relationship between the variables is significantly related which different from zero ($p < .01$), there were 153 pairs and the correlation coefficient was 0.285 – 0.832 as shown below Table 4.3.

Measuring the relationship of observed variables, it was found that all variables were significantly correlated ($p < .01$) and positive relation, indicating that they were in the same related direction. The highest positive correlation coefficient was Kalyāṇamitta Traits of Leader, Be Respectable (KTL2) and Be Admirable (KTL3), the relationship was significant at a level of .01 equal to 0.832, indicating that when the leader has Be Respectful (KTL2) higher, their trait of Be Admirable (KTL3) is also higher. The second positive correlation coefficient was Kalyāṇamitta Traits of Leader, Be Admirable (KTL3) and Be Good Counsellor (KTL4). The relationship was significant at a level of .01 equal to 0.822, indicating that when the leader has Be Admirable (KTL3) higher, their trait of Be Good Counsellor (KTL4) is also higher.

Measuring the relationship of observed variables in the same construct, the details were described as below.

The Buddhist Psychological Traits (BPT), it was found that a correlation coefficient was between 0.441 to 0.700. The highest positively correlation variables were Conscientiousness (PT1) and Optimistic (PT2) with a significant relationship at level of .01 equal to .700, indicating that if the employees have Conscientiousness (PT1) higher, their Optimistic (PT2) is also higher. The second positive correlation coefficient was the Good Consistency Behavior (BT4) and Conscientiousness (PT1) with a significant relationship at level of .01 equal to 0.658, indicating that if the employees have Good Consistency Behavior (BT4) higher, their Conscientiousness (PT1) is also higher.

Sustainable Employee Engagement (SEE), it was found that a correlation coefficient ranged from 0.405 to 0.656. The highest positively correlation variables were Self-dedication (SEE2) and Self-development (SEE4) with a significant relationship at level of .01 equal to 0.656, indicating that if the employees have Self-dedication (SEE2), their Self-development (SEE) is also higher. The second positively correlation coefficient was Self-passion (SEE1) and Self-dedication (SEE2) with a significant relationship at level .01 equal to 0.600, indicating that if the employees have Self-passion (SEE1) higher, their Self-dedication (SEE2) is also higher.

Kalyāṇamitta Traits of Leader (KTL), it was found that a correlation coefficient ranged from 0.328 to 0.832. The highest positive correlation coefficient is Be Respectable (KTL2) and Be Admirable (KTL3), the relationship is significant at a level of .01 equal to 0.832, indicating that when the leader has Be Respectable (KTL2) higher, their trait of Be Admirable (KTL3) is also higher. The second positively correlation coefficient is Kalyāṇamitta Traits of Leader, Be Admirable (KTL3) and Be Good Counsellor (KTL4). The relationship is at .01 level of significance equal to 0.822, indicating that when the leader has Be Admirable (KTL3) higher, their trait of Be Good Counsellor (KTL4) is also higher.

Table 4.3: Correlation Coefficient Pearson of Observed Variables of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator (n = 540)

Variables	BT1	BT2	BT3	BT4	PT1	PT2	PT3	PT4	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6	SEE1	SEE2	SEE3	SEE4
BT1	1.000																	
BT2	.596**	1.000																
BT3	.599**	.651**	1.000															
BT4	.499**	.581**	.635**	1.000														
PT1	.515**	.578**	.630**	.658**	1.000													
PT2	.548**	.525**	.585**	.593**	.700**	1.000												
PT3	.441**	.501**	.482**	.473**	.526**	.523**	1.000											
PT4	.542**	.552**	.613**	.593**	.653**	.646**	.643**	1.000										
KTL1	.307**	.429**	.417**	.375**	.409**	.513**	.390**	.475**	1.000									
KTL2	.345**	.464**	.449**	.404**	.474**	.574**	.440**	.517**	.801**	1.000								
KTL3	.362**	.467**	.449**	.407**	.475**	.555**	.398**	.489**	.802**	.832**	1.000							
KTL4	.285**	.383**	.364**	.332**	.394**	.463**	.370**	.390**	.801**	.785**	.822**	1.000						
KTL5	.347**	.440**	.452**	.446**	.502**	.538**	.399**	.499**	.722**	.759**	.758**	.751**	1.000					
KTL6	.358**	.420**	.434**	.370**	.500**	.520**	.373**	.481**	.731**	.747**	.741**	.737**	.747**	1.000				
SEE1	.511**	.502**	.528**	.577**	.599**	.731**	.427**	.601**	.438**	.474**	.509**	.417**	.477**	.486**	1.000			
SEE2	.482**	.504**	.525**	.603**	.692**	.641**	.510**	.672**	.489**	.551**	.529**	.483**	.590**	.544**	.600**	1.000		
SEE3	.359**	.366**	.379**	.413**	.395**	.415**	.480**	.405**	.328**	.379**	.398**	.381**	.378**	.364**	.405**	.447**	1.000	
SEE4	.523**	.456**	.474**	.517**	.563**	.577**	.535**	.572**	.398**	.435**	.432**	.420**	.473**	.462**	.550**	.656**	.494**	1.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .955 Bartlett's Test of Sphericity = 7717.934, df = 153, p = .000																		

Note: ** Correlation is significant at the 0.01 level (2-tailed).

4.2.5 The Validation Results of Goodness of Fit Statistics with the Empirical Data of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator

This analysis model were 3 latent variables which be Buddhist Psychological Traits (BPT), Kalyāṇamitta Traits of Leader (KTL) and Sustainable Employee Engagement (SEE) with 18 observed variables.

First time of results, the goodness of fit test statistics of hypothesized model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as mediator, the research results was found that it was unfitted with empirical data by considering $\chi^2 = 873.41$, $df = 1320$, $p \text{ value} = .000$, $GFI = 0.820$, $AGFI = 0.820$, $RMR = 0.110$, $RMSEA = 0.094$.

Interpreting the above analysis results, the researcher had modified the model to allow for different variance. This is a relieving of the preliminary agreement from the initial agreement in the original analytical statistics that the term of variance must not be correlated. It is an initial agreement on statistical analysis with SEM that this variance term has been used in the data analysis and the variance term must be correlated according to the reality of natural phenomenon. The results of the model modification¹⁰⁹, this modified model gets the size of the influence and the correlation values between the variables are more accurate and realistic. The researcher considered to modify the model from Modification Indices (MI) and modified 73 paths by modifying 1) Theta-Delta (TD) and 2) Theta-Epsilon (TE). The results of the model modification, the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits as Mediator was fitted with empirical data. The results of the data analysis were illustrated in Table 4.4 and Figure 4.13.

Interpreting the analysis of Causal Model Sustainable Employee Engagement with Buddhist Psychological Traits of Kalyāṇamitta Traits as Mediator, the model was

¹⁰⁹Supamas Angsuchot at.al., **Statistics for Social Science and Behavioral Research: LISREL Techniques**, 4th Edition, (Bangkok: Charoendee Mankong Printing, 2014), p.32.

consistent with empirical data. The measurement model provided a good fit to the data based on a number of fit statistics, Chi-square (χ^2) was 79.06, Degrees of freedom (df) was 63 and P Value (p) was 0.08. The chi-square value was difference from zero with no significant, indicating that accepted hypothesis of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits as Mediator, it was fitted with empirical data. This consistent with the results of, GFI was equal to 0.98, AGFI was equal to 0.96 which the value was close to one. RMSEA was 0.022 which the value was close to zero, supporting that this research model was consistent with empirical data.

Interpreting the reliability of the observed variables, the reliability was 0.29 to 0.85. The highest reliability value was Be Respectable (KTL2) with value of 0.85, followed by Be Effective Communicator (KTL5) with value of 0.81 and Be Good Advisor (KTL6) with value of 0.78 and the lowest reliability value was Self-evaluation (SEE3) with value of 0.29. In general, the mean of reliability value of the observed variables was moderate to high.

Interpreting of the R-SQUARE (R^2) of the structural equation of latent variables of Kalyāṇamitta Traits of Leader (KTL), it was found that Kalyāṇamitta Traits of Leader (KTL) was R^2 value of 0.47 indicating that the variables within construct model which was Kalyāṇamitta Traits of Leader (KTL) consisted of Be Lovable (KTL1), Be Respectable (KTL2), Be Admirable (KTL3), Be Good Counsellor (KTL4), Be Effective Communicator (KTL5), Be Good Advisor (KTL6) can be explained variance of Buddhist Psychological Traits (BPT) by 47.00 percent. The Sustainable Employee Engagement (SEE) was R^2 value of 0.95 indicating that the variables within construct model which was Sustainable Employee Engagement (SEE) consisted of Self-passion (SEE1), Self-dedication (SEE2), Self-evaluation (SEE3), Self-development (SEE4) can be explained the variance of Buddhist Psychological Traits (BPT) and Kalyāṇamitta Traits of Leader (KTL) by 95.00 percent.

Interpreting the correlation matrix between latent variables, the correlation coefficient between latent variables was 0.603 to 0.945. The variables were positively correlated, the highest correlation coefficient was Buddhist Psychological Traits (BPT) and Kalyāṇamitta Traits of Leader (KTL), the correlation coefficient was 0.945, indicating that the Buddhist Psychological Traits (BPT) is higher, Kalyāṇamitta Traits of

Leader is also higher. The second positively correlation coefficient was Kalyāṇamitta Traits of Leader (KTL) and Sustainable Employee Engagement (SEE), correlation coefficient was 0.613 which was moderately correlated, indicating that Kalyāṇamitta Traits of Leader (KTL) is higher, it can moderately increase Sustainable Employee Engagement (SEE) higher.

Interpreting the direct effect and indirect effect that influences the Sustainable Employee Engagement (SEE), it was found that Buddhist Psychological Traits (BPT) had the direct effect to Sustainable Employee Engagement (SEE) at value of 0.86 at .01 level of significance. Kalyāṇamitta Traits of Leader (KTL) has the direct effect to Sustainable Employee Engagement (SEE) at value of 0.16 at the .01 level of significance, which was not directly effect much comparing to Buddhist Psychological Traits (BPT) as shown in Table 4.4 and Figure 4.13.

Table 4.4: The Results of Statistics Analysis of Correlation between Latent Variables and the Analysis of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator

Independent variables		Buddhist Psychological Traits (BPT)				Kalyāṇamitta Traits of Leader (KTL)		
Dependent variables		TE	IE	DE	TE	IE	DE	
Kalyāṇamitta Traits of Leader (KTL)		0.69**		0.69**				
		(0.05)		(0.05)				
		14.51		14.51				
Sustainable Employee Engagement (SSE)		0.97**	0.11**	0.86**	0.16**		0.16**	
		(0.05)	(0.03)	(0.06)	(0.04)		(0.04)	
		17.97	3.97	14.72	3.93		3.93	
Statistics		Chi-square = 79.06 df = 63 p = .083 GFI = .98 AGFI =.96 RMSEA = .022						
Variables	BT1	BT2	BT3	BT4	PT1	PT2	PT3	PT4
Reliability	0.30	0.47	0.54	0.54	0.68	0.64	0.42	0.65
Variables	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6		
Reliability	0.74	0.85	0.69	0.67	0.81	0.78		
Variables	SEE1		SEE2		SEE3		SEE4	
Reliability	0.53		0.69		0.29		0.51	
Structural Equations of variables		Kalyāṇamitta Traits of Leader (KTL)			Sustainable Employee Engagement (SEE)			
R SQUARE (R²)		0.47			0.95			
Correlation Coefficient Matrix between latent variables								
Latent Variables	Buddhist Psychological Traits (BPT)			Kalyāṇamitta traits of leader (KTL)		Sustainable Employee Engagement (SEE)		
BPT	1.000							
KTL	.945**			1.000				
SEE	.603**			.613**		1.000		

Note: The figure in brackets is the standard error, **p < .01,

TE = Total Effect, IE = Indirect Effect, DE = Direct Effect

As the structural model of this study manifested a relatively good fit of the data, the proposed hypothesis was tested. Figure 4.13 presents the results of the structural model analysis.

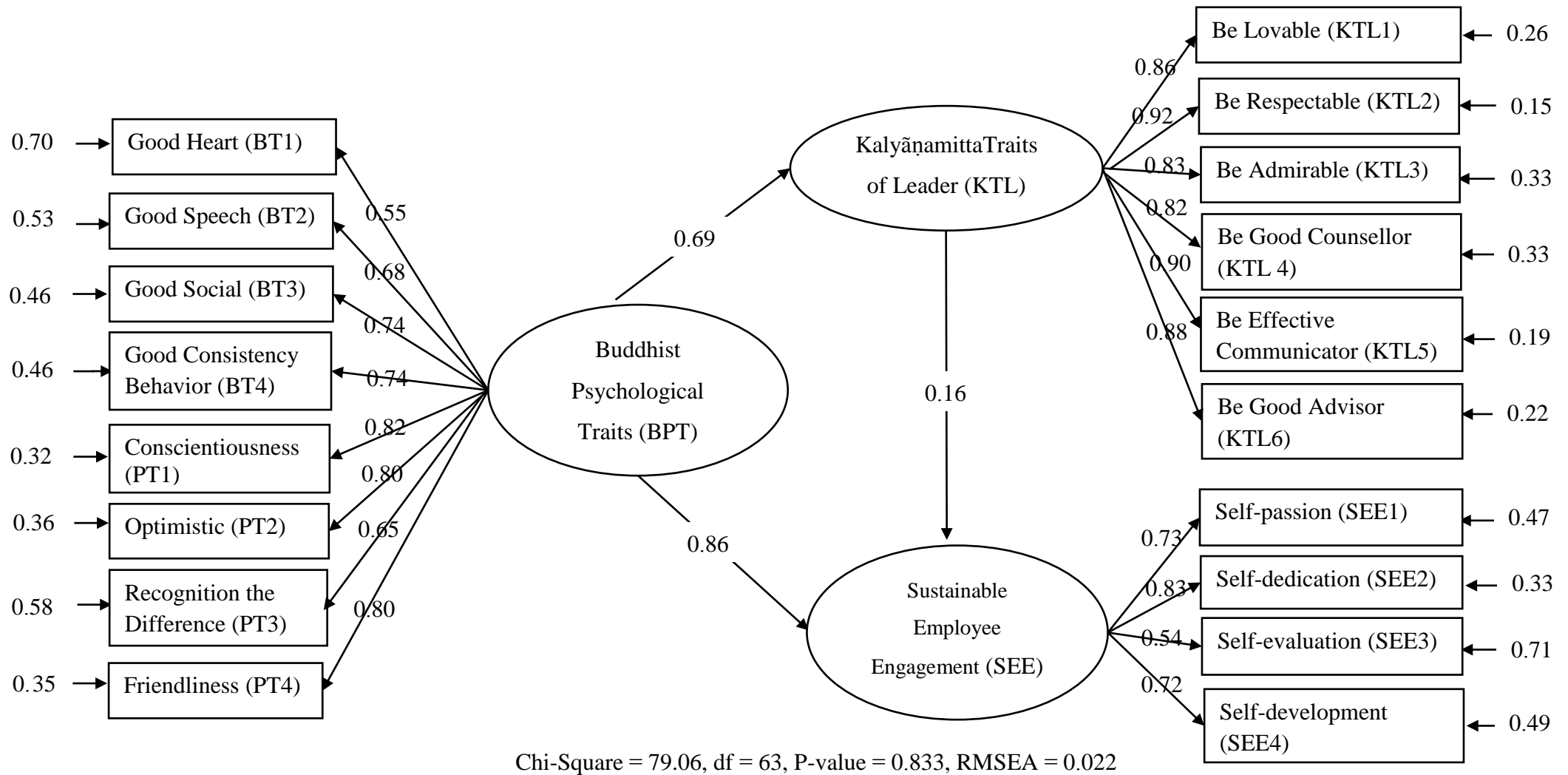


Figure 4.13: The Results of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits as Mediator (Model 1)

The index values of the causal model for sustainable employee engagement with Kalyāṇamitta traits as mediator that be fitted with empirical data can be shown in below summary Table 4.5.

Table 4.5: Summary of Statistics Index of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator.

Index	Criteria	Values	Result
Chi-square χ^2 (P-value)	No significant ($p > 0.05$)	79.06	Pass
Degree of Freedom χ^2 / df	< 2.00	(79.06/63 = 1.25)	Pass
CFI	≥ 0.95	1.00	Pass
GFI	≥ 0.95	0.98	Pass
AGFI	≥ 0.95	0.96	Pass
RMSEA	< 0.05	0.022	Pass
SRMR	< 0.05	0.031	Pass

From the results of analysis, it was found that the model was fitted with empirical data. Even the Kalyāṇamitta was consistent with empirical data, Kalyāṇamitta traits of leader is not significant mediator for Buddhist psychological traits and sustainable employee engagement. Therefore, the researcher, modified another model to test. The researcher modified the second model by getting information from the in-depth interview.

Apart from the fundamental traits based on Buddhist Traits of Winning Personal Heart, in the reality world, one person consists of various facets to be successful people in one circumstance. Currently, the world has been changed at all time, the employees or people who work in the organization must adapt themselves to survive. The personality traits of Holding Other Hearts which are the characteristics of current practitioner world is also changeable in the millennium era. These traits consist of responsibility^{110 111 112}, self-

¹¹⁰Interview with Key Informant A1, 23 July 2017.

¹¹¹Interview with Key Informant B1, 11 July 2017.

¹¹²Interview with Key Informant B5, 20 September 2017.

discipline^{113 114}, dedication to work¹¹⁵ or the conscientiousness¹¹⁶ as one trait in Big Five Personality Trait. The trait of be optimistic^{117 118}, the employees can accept the reality or truth¹¹⁹, positive thinking¹²⁰, can face the problem¹²¹, go together whether business growth or slow down¹²², being proud to be member in organization^{123 124}. Recognition of Differences, the employees have opened-mind^{125 126 127}, the opportunity to learn new things and accept the changes^{128 129 130} in the organization, accept the differences¹³¹. Being friendliness^{132 133 134 135 136}, the employees are honesty¹³⁷, building the similarity¹³⁸, can ease to get along well in

¹¹³Interview with Key Informant C2, 23 August 2017.

¹¹⁴Interview with Key Informant C4, 25 September 2017.

¹¹⁵Interview with Key Informant C5, 11 October 2017

¹¹⁶Interview with Key Informant B4, 9 August 2017.

¹¹⁷Interview with Key Informant B1, 11 July 2017.

¹¹⁸Interview with Key Informant C5, 11 October 2017

¹¹⁹Interview with, Key Informant, B2, 28 August 2017

¹²⁰Interview with Key Informant C4, 25 September 2017.

¹²¹Interview with Key Informant B3, 30 August 2017.

¹²²Interview with Key Informant C3, 8 September 2017

¹²³Interview with Key Informant C3, 8 September 2017

¹²⁴Interview with Key Informant C5, 11 October 2017

¹²⁵Interview with Key Informant A1, 23 July2017.

¹²⁶Interview with Key Informant A4, 27 July2017.

¹²⁷Interview with Key Informant B3, 30 August 2017.

¹²⁸Interview with Key Informant A2, 30 July 2017.

¹²⁹Interview with Key Informant C1, 8 August 2017.

¹³⁰Interview with Key Informant C4, 25 September 2017.

¹³¹Interview with Key Informant C2, 23 August 2017.

¹³²Interview with Key Informant A2, 30 July 2017.

¹³³Interview with Key Informant B4, 9 August 2017.

¹³⁴Interview with Key Informant B5, 20 September 2017.

¹³⁵Interview with Key Informant B3, 30 August 2017.

¹³⁶Interview with Key Informant B5, 20 September 2017.

¹³⁷Interview with Key Informant, B5, 20 September 2017

¹³⁸Interview with Key Informant C2, 23 August 2017.

the organization. When the employees have their own wisdom (Panya), they are independent and do not wholly rely on their leader. The employees can know the truth by themselves¹³⁹. From the in-depth interview of the key informants the personality traits of Holding Other Hearts can be a component of unique traits that can enhance sustainable employee engagement which be summarized and illustrated in Figure 4.14.

The operational definition of Buddhist Traits and Personality Traits can be described in order to more understand as below, excepts sustainable employee engagement which be same as Model 1.

Buddhist Traits of Winning Personal Heart means the employees have the personality to make well coordination among all parties, stay with love and good heart to each other, helpful integration among people in organization. There are four elements 1) Good Heart is giving; sacrificing, sharing his own things with others always welcome to teach jobs, helping others what they can do and fully support all activities in organization, self-sacrifice for public (voluntarily mind), giving encouragement to the colleagues; 2) Good Speech is speaking positive toward the organization, always say thank you and complimentary words to your colleagues for their success or cheer up for motivation, speaking with nice and polite words; 3) Good Sociable is performing actions that are useful to the organizations, willing to help the organization's activities coordinating with leaders, supervisors or colleagues to do work, and be patient to do work with others in the organization, understanding the feeling of others and joint feeling empathy with colleagues; 4) Good Consistency Behavior is behaving consistently and impartially manner, being a good performer or role model in the organization such as coming to work on time, behaving equitably towards all co-workers or colleagues, behaving in the right place, right time and right position.

Personality Traits of Holding Other Hearts is the personality traits the can make others to understand each other's, learning the individual differences among groups. There are four traits which consisted of 1) Conscientiousness is the employees have the self-consciousness, self-discipline, completion works on time with timeframe, have vigor and motivation to work, being proud to work in this organization, 2) Optimistic is the employees always have positive thinking toward organization and departments, be

¹³⁹Interview with Key Informant, B2, 28 August 2017

pleased with the organizational success, being happy with current work and current organization, be proud to be member in the organization, accepting and complying all objectives, 3) Recognition of Differences (Adaptability) is the employees accept the changes, listen and accept the good comments of colleagues, willing to comply the new changes, opened-mind to the unexpected situations, ready to do what have never been done before, welcome for the advices receiving from others, 4) Friendliness is the employees have trust and good intention toward others, be glad to help others, feeling of “We and I”, go together.

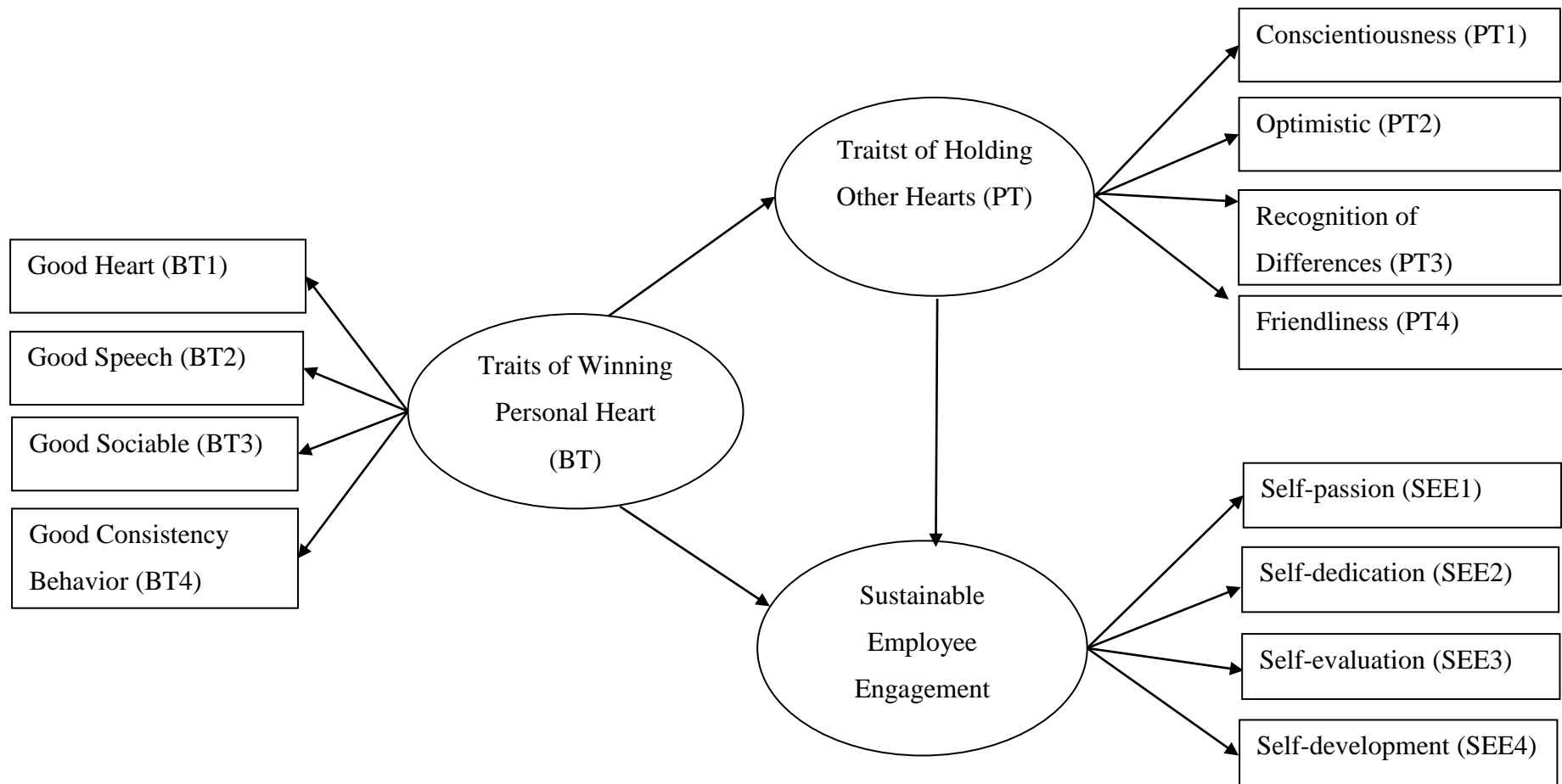


Figure 4.14: Research Framework of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Heart as Mediator (Model 2)

4.2.6 The Results of Descriptive Statistical Analysis of Observed Variables of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts as Mediator

The descriptive statistical analysis of the variables used in this model were 12 variables, measuring 3 latent variables which were Traits of Winning Personal Heart (BT), Traits of Holding Other Hearts (PT), and Sustainable Employee Engagement (SEE). The aim is to study the distribution and the distribution of each observed variables. The descriptive statistics were Mean (\bar{x}), Standard Deviation (S.D.), Minimum (Min), Maximum (Max), Coefficient of Variation (C.V.), Skewness (Sk), and Kurtosis (Ku). The results of analysis of each individual variable were as below.

Interpreting Traits of Winning Personal Heart (BT), it was found that the overall was in a high level ($\bar{x} = 4.07$). When considering each variable, Good Heart (BT1) was highest level ($\bar{x} = 4.18$) and followed by Good Sociable (BT3) at ($\bar{x} = 4.09$). Considering the coefficient of variation (C.V.) was found that the variables were distributed between 10.60 - 13.61 percent. When considering Sk values of the variables, they were distributed in the right (Positive value) indicating that the value of the variable was less than mean. Good Heart (BT1), Good Speech (BT2), Good Sociable (BT3), left skewness (Negative value) indicating that the value of the variables were above mean. Considering Ku, it was found that the variables are distributed less than normal curve. (Ku less than 0) indicating that the data was very distributed.

Interpreting Personality Traits of Holding Other Hearts (PT), it was found that overall personality traits (PT) is at high level ($\bar{x} = 4.06$). When considering each variable, Friendliness (PT4) is highest level ($\bar{x} = 4.13$) and followed by Conscientiousness (PT1) at ($\bar{x} = 4.11$). Considering the coefficient of variation (C.V.) was found that the variables were distributed between 10.63 - 12.67 percent. When considering Sk values of the variables, they were distributed in the right (Positive value) indicating that the value of the variable was less than mean. Conscientiousness (PT1), Optimistic (PT2), Friendliness (PT4) is left skewness (Negative value) indicating that the values of the variables were above mean. Considering Ku, it found that Recognition of differences (PT3) was higher distribution than the normal curve (Ku more than zero), indicating that the less distribution. Conscientiousness (PT1), Optimistic (PT2),

Friendliness (PT4), the data were less distributed than normal curve (Ku less than 0), indicating that the data was very distributed.

Interpreting Sustainable Employee Engagement (SEE), it was found that the overall Sustainable Employee Engagement (SEE) was at high level ($\bar{x} = 3.95$). When considering each variable, Self-development (SEE4) was at the highest level ($\bar{x} = 4.12$), followed by Self-dedication (SEE2) at ($\bar{x} = 4.07$) respectively. Considering the coefficient of variation (C.V.) was found that the variables were distributed between 10.98 – 14.91 percent. Considering Sk value, Self-evaluation (SEE3) was distributed in the right (Positive value) indicating that the value of the variable was less than the mean. While Self-passion (SEE1), Self-dedication (SEE2) and Self-development (SEE4) were distributed in the left (Negative value) indicating that the values of the variables were above mean. Considering Ku, it was found that Self-evaluation (SEE3) was higher distributed of data than the normal curve (Ku more than zero), indicating that less distribution. Self-passion (SEE1), Self-dedication (SEE2), Self-development (SEE4), the data were less distributed than the normal curve (Ku less than 0), indicating that the data was very distributed.

Table 4.6: The Descriptive Statistics of Observed Variables of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts (PT) as Mediator (N = 540)

Variables	\bar{X}	Level	S.D.	Min	Max	C.V.	Sk	Ku
Traits of Winning								
Personal Heart (BT)	4.07	High	0.43	2.83	5.00	10.60	-0.02	-0.39
Good Heart (BT1)	4.18	High	0.48	2.50	5.00	11.51	-0.20	-0.46
Good Speech (BT2)	4.04	High	0.55	2.00	5.00	13.61	-0.27	-0.20
Good Sociable (BT3)	4.09	High	0.50	2.50	5.00	12.25	-0.25	-0.08
Good Consistency Behavior (BT4)	3.95	High	0.53	2.67	5.00	13.51	0.11	-0.59
Traits of Holding								
Other Hearts (PT)	4.06	High	0.43	2.68	4.96	10.63	-0.18	-0.29
Consciousness (PT1)	4.11	High	0.52	2.43	5.00	12.67	-0.39	-0.18
Optimistic (PT2)	4.03	High	0.57	2.29	5.00	14.16	-0.14	-0.64
Recognition of Differences (PT3)	3.95	High	0.44	2.57	5.00	11.15	0.21	0.16
Friendliness (PT4)	4.13	High	0.51	2.57	5.00	12.25	-0.16	-0.38
Sustainable Employee Engagement (SEE)								
Engagement (SEE)	3.95	High	0.43	2.54	5.00	10.98	-0.15	-0.17
Self-passion (SEE1)	4.00	High	0.60	2.00	5.00	14.91	-0.19	-0.20
Self-dedication (SEE2)	4.07	High	0.52	2.33	5.00	12.73	-0.35	-0.17
Self-evaluation (SEE3)	3.60	High	0.43	2.50	5.00	12.00	0.31	0.20
Self-development (SEE4)	4.12	High	0.60	2.00	5.00	14.56	-0.28	-0.28

4.2.7 The Results of Analysis of Relationship Between Observed Variables of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts (PT) as Mediator

The results of relationship between observed variables of Buddhist Traits of Winning Personal Heart (BT), Personality Traits of Holding Other Hearts (PT) and Sustainable Employee Engagement (SEE) are shown below.

From below Table 4.9, the result was found that Bartlett's Test of Sphericity which was the hypothesis test whether the correlation matrix was the

identify matrix or not. The statistic value was 1443.419 ($p = 0.000$) indicating that the correlation matrix between all observed variables was significantly different from the identify matrix at 0.01 level of significance. Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) was 0.820 with a value close to 1 indicating that the variables in this dataset was correlated which was suitable to analyze the LISREL model.

Measuring the correlation of 12 observed variables, it was found that the correlation between the variables with significantly related which difference from zero ($p < .01$), there were 66 pairs and the correlation coefficient is 0.359 - 0.731.

Measuring the relationship of observed variables, it was found that all variables were significantly correlated ($P < .01$) and positive correlations indicating that they were in the same related direction. The highest positive correlation coefficient was Optimistic (PT2) and Self-passion (SEE1), the correlation was at .01 level of significance equal to 0.731 indicating that when the employees have the traits of Optimistic (PT2) higher, their Self-passion (SEE1) is also higher. The second positive correlation coefficient was Conscientiousness (PT1) and Optimistic (PT2), the correlation was significant at .01 level equal to 0.700 indicating that when the employees have the traits of Conscientiousness (PT1) higher, their Optimistic (PT2) is also higher.

Measuring the relationship of observed variables in the same construct, the details were described as below.

The Buddhist Traits of Winning Personal Heart (BT) was found that a correlation coefficient ranging from 0.499 to 0.651. The highest positively correlation variables were Good Speech (BT2) and Good Sociable (BT3) with a significant relationship at level of .01 level equal to 0.651 indicating that if the employees have Good Speech (BT2) higher, their Good Sociable (BT3) is also higher. The second positive correlation coefficient was Good Sociable (BT3) and Good Consistency Behavior (BT4), with a significant relationship at level of .01 equal to .635 indicating that if the employees has Good Sociable (BT3) higher, their Good Consistency Behavior is also higher.

Personality Traits of Winning Other Hearts (PT) was found that correlations coefficient was 0.523 to 0.700. The highest positively correlation variables was

Conscientiousness (PT1) and Optimistic (PT2) with a significant relationship at level of .01 equal to 0.700 indicating that if the employees have Conscientiousness (PT1) higher, their Optimistic (PT2) was also higher. The second positive correlation coefficient was Conscientiousness (PT1) and Friendliness (PT4) with a significant relationship at level of .01 equal to .653 indicating that if the employees have Conscientiousness (PT1) higher, their Friendliness (PT4) is also higher.

Sustainable Employee Engagement (SEE) was found that correlations coefficient was 0.405 to 0.656. The highest positively correlation variables were Self-dedication (SEE1) and Self-development (SEE4) with a significant relationship at level of .01 equal to 0.656 indicating that if the employees have Self-dedication (SEE2) higher, their Self-development is also higher. The second positive correlation coefficient was Self-passion (SEE1) and Self-dedication (SEE3) with a significant relationship at level of .01 equal to .600 indicating that if the employees have Self-passion (SEE1) higher, their Self-dedication (SEE2) is also higher. The below Table 4.7 shows the correlation coefficient of all study variables of this model.

Table 4.7: Correlation Coefficient Pearson of Observed Variables of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts as Mediator (n = 540)

Variable	BT1	BT2	BT3	BT4	PT1	PT2	PT3	PT4	SEE1	SEE2	SEE3	SEE4
BT1	1.000											
BT2	.596**	1.000										
BT3	.599**	.651**	1.000									
BT4	.499**	.581**	.635**	1.000								
PT1	.515**	.578**	.630**	.658**	1.000							
PT2	.548**	.525**	.585**	.593**	.700**	1.000						
PT3	.441**	.501**	.482**	.473**	.526**	.523**	1.000					
PT4	.542**	.552**	.613**	.593**	.653**	.646**	.643**	1.000				
SEE1	.511**	.502**	.528**	.577**	.599**	.731**	.427**	.601**	1.000			
SEE2	.482**	.504**	.525**	.603**	.692**	.641**	.510**	.672**	.600**	1.000		
SEE3	.359**	.366**	.379**	.413**	.395**	.415**	.480**	.405**	.405**	.447**	1.000	
SEE4	.523**	.456**	.474**	.517**	.563**	.577**	.535**	.572**	.550**	.656**	.494**	1.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .820 Bartlett's Test of Sphericity =1443.419, df = 6, p = .000												

** Correlation is significant at the 0.01 level (2-tailed).

4.2.8 The Validation Results of Goodness of Fit Statistics with the Empirical Data of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts as Mediator

This analysis model was 3 latent variables which were Buddhist Traits of Winning Personal Heart (BT), Personality Traits of Holding Other Hearts (PT) and Sustainable Employee Engagement (SEE) with 12 observed variables.

First time result, the goodness of fit test statistic of the causal model for sustainable employee engagement with Buddhist Psychological Traits of Holding Other Hearts as mediator, the research result was found that it is unfitted with empirical data by considering Chi-square (χ^2) = 291.76, Degree of freedom (df) = 51, p value = .000, GFI = 0.92, AGFI = 0.87, RMR = 0.059, RMSEA = 0.094.

Interpreting the above analysis results, the researcher has modified the model to allow for different variance. This is a relieving of the preliminary agreement from the initial agreement in the original analytical statistics that the term variance must not be correlated. It is an initial agreement on statistical analysis with SEM that this variance term has been used in the data analysis and the variance term must be correlated according to the reality of natural phenomenon. The results of the model modification¹⁴⁰, this modified model gets the size of the influence and the correlation values between the variables are more accurate and realistic. The researcher considered to modify the model from Modification Indices (MI) and modified 15 paths by modifying 1) Theta-Delta (TD) and 2) Theta-Epsilon (TE). The results of the model modification, the development of Causal Model Sustainable Employee Engagement with Buddhist Psychological Traits of Holding Other Hearts as Mediator was fitted with empirical data. The results of the data analysis are shown in the Table 4.8 and Figure 4.15.

Interpreting the analysis of the causal model for sustainable employee engagement with Buddhist Psychological Traits of Holding Other Hearts as mediator, the

¹⁴⁰Supamas Angsuchot et.al., **Statistics for Social Science and Behavioral Research: LISREL Techniques**, 4th Edition, (Bangkok: Charoendee Mankong Printing, 2014), p.32.

model was fitted with empirical data. The measurement model provides a good fit to the data based on a number of fit statistics Chi-square (χ^2) was 43.87, Degree of freedom (df) was 36 and P Value (p) was 0.17. The chi-square (χ^2) value was difference from zero with no significant, indicating that accepted hypothesis of a causal model for sustainable employee engagement with Buddhist psychological traits of holding other hearts as mediator, it was fitted with empirical data. This consistent with the results of GFI was 0.99, AGFI was 0.97 which the value was close to one. RMSEA was 0.020 which the value was close to zero, supporting that this research model was consistent with empirical data. Diamantopoulos and Siguaw¹⁴¹ proposed that the best of RMSEA should less than 0.05, this can well support the modified model is consistent with empirical data.

Interpreting the reliability of the observed variables, the reliability was 0.27 to 0.74. The highest reliability value was Conscientiousness (PT1) with value of 0.74, followed by Optimistic (PT4) and Self-dedication (SEE2) with value of 0.68 and the lowest reliability value was Self-evaluation (SEE3) with value of 0.27. In general, the mean of reliability value of the observed variables was moderate to high.

Interpreting the R-SQUARE (R^2) of the structural equation of latent variables of traits of Holding Other Hearts (PT), it was found that traits of Holding Other Hearts (PT) has R^2 value of 0.86 indicating that the variables within construct model which was traits of Holding Other Hearts (PT) consisted of Conscientiousness (PT1), Optimistic (PT2), Recognition of Differences (PT3), Friendliness (PT4) can be explained variance of traits of Winning Personal Heart by 86.00 percent. The Sustainable Employee Engagement (SEE) was R^2 value of 0.94 indicating that the variables within the construct model with Sustainable Employee Engagement (SEE) consisted of Self-passion (SEE1), Self-dedication (SEE2), Self-evaluation (SEE3), Self-development (SEE4) can be explained the variance of traits of Winning Personal Heart (BT) and traits of Holding Other Hearts (PT) by 94.00%.

Interpreting the correlation matrix between latent variables, the correlation coefficient between latent variables was 0.725 to 0.822. The variables were positively

¹⁴¹Diamantopoulos and Siguaw (2000) cited in Supamas Angsuchot et.al., **Statistics for Social Science and Behavioral Research: LISREL Techniques**, 4th Edition, (Bangkok: Charoendee Mankong Printing, 2014), p.27.

correlated, the highest correlation coefficient was traits of Holding Other Hearts (PT) and Sustainable Employee Engagement (SEE), the correlation coefficient was 0.822 indicating that when the employees have traits of Holding Other Hearts (PT) higher, their Sustainable Employee Engagement is also higher. The second correlation coefficient was traits of Winning Personal Hearts (BT) and traits of Holding Other Hearts (PT), the correlation coefficient was 0.787 indicating that when the employees have traits of Winning Personal Heart (BT) higher, their traits of Holding Other Hearts (PT) is also higher.

Interpreting the direct effect and indirect effect that influence Sustainable Employee Engagement (SEE), it was found that traits of Winning Personal Heart (BT) had the direct effect to Sustainable Employee Engagement (SEE) at value of 0.07 and traits of Holding Other Hearts (PT) had the direct effect to Sustainable Employee Engagement (SEE) at value of 0.91, which both at 0.1 level of significance. Buddhist Traits of Winning Personal Heart had the indirect effect to Sustainable Employee Engagement (SEE) at value of 0.84 at the .01 level of significance as be illustrated as below Table 4.8 and Figure 4.15.

Table 4.8: The Results of Statistics Analysis of Correlation between Latent Variables and the Analysis of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts as Mediator (Model 2)

Independent variables	Traits of Winning Personal Heart (BT)			Traits of Holding Other Hearts (PT)		
Dependent Variables	TE	IE	DE	TE	IE	DE
Traits of Holding Other Hearts (PT)	0.93** (0.04) 21.31		0.93** (0.04) 21.31			
Sustainable Employee Engagement (SEE)	0.91** (0.05) 17.26	0.84** (0.14) 6.00	0.07 (0.14) 0.48	0.91** (0.15) 6.11		0.91** (0.15) 6.11
Statistics		Chi-Square = 43.87 df = 36 p = 0.17 GFI = 0.99 AGFI = 0.97 RMSEA = .020				
Variable	BT1		BT2	BT3		BT4
Reliability	0.45		0.53	0.64		0.64
Variable	PT1		PT2	PT3		PT4
Reliability	0.74		0.65	0.40		0.68
Variable	SEE1		SEE2	SEE3		SEE4
Reliability	0.55		0.68	0.27		0.49
Structural Equations of variables			PT		SEE	
R SQUARE (R ²)			0.86		0.94	
Correlation Coefficient Matrix between latent variables						
Latent Variables	Traits of Winning Personal Heart (BT)		Traits of Holding Other Hearts (PT)		Sustainable Employee Engagement (SEE)	
BT	1.000					
PT	.787**		1.000			
SEE	.725**		.822**		1.000	

Remark : The numbers in parentheses are the standard deviations, **p< .01

TE = Total Effect, IE = Indirect Effect, DE = Direct Effect

As the structural model of this study manifested a relatively good fit of the data, the proposed hypotheses were tested. Figure 4.15 presents the results of the structural model analysis.

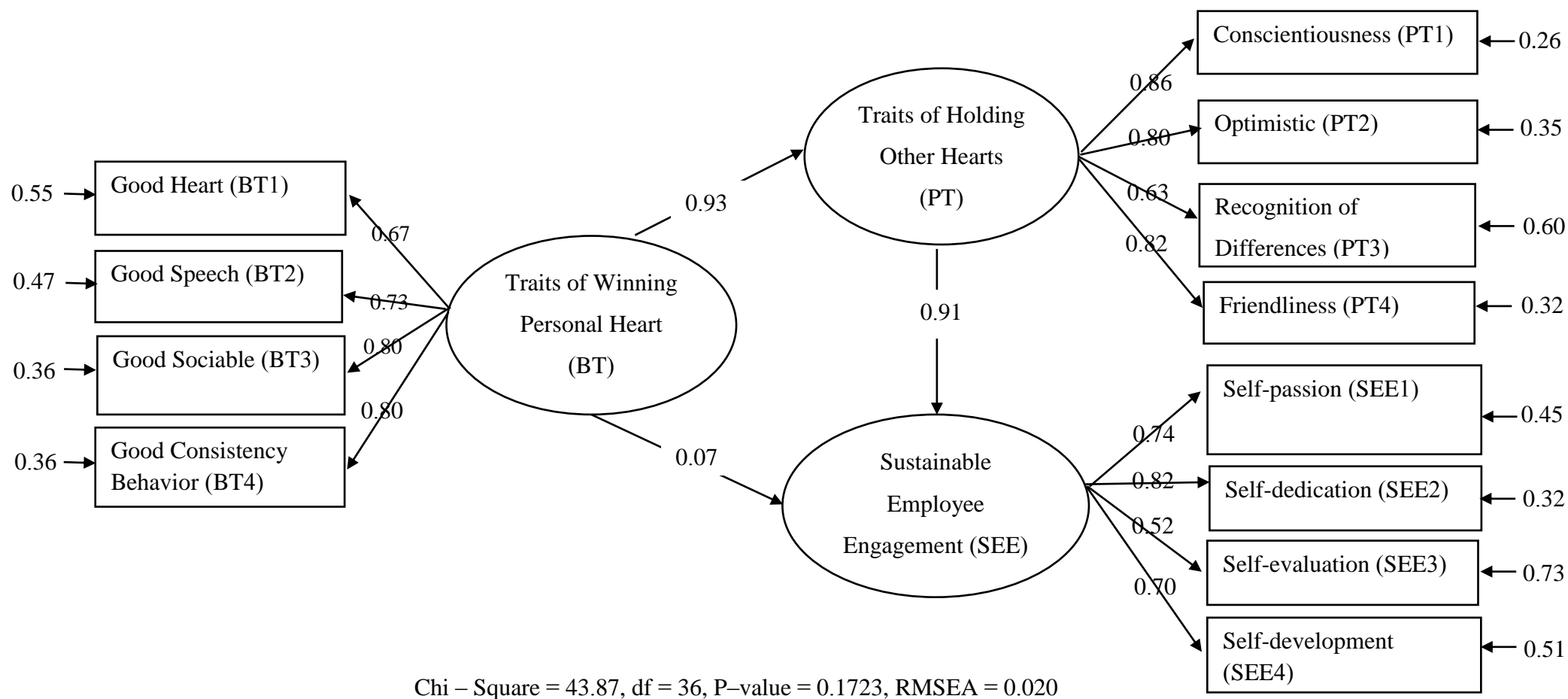


Figure 4.15: The Results of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits of Holding Other Hearts as Mediator (Model 2)

Table 4.9: Summary of Statistics Index of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts as Mediator

Index	Criteria	Values	Result
Chi-square χ^2 (P-value)	No significant ($p > 0.05$)	43.87	Pass
Degree of Freedom χ^2 / df	< 2.00	$43.87/36 = 1.22$	Pass
CFI	≥ 0.95	1.00	Pass
GFI	≥ 0.95	0.99	Pass
AGFI	≥ 0.95	0.97	Pass
RMSEA	< 0.05	0.02	Pass
SRMR	< 0.05	0.016	Pass

4.3 Body of Knowledge of this Research

This research, there were two main body of knowledge which be illustrated in Figure 4.16 and Figure 4.17. This research aims to know the personality traits of employees in order to enhance the sustainable employee engagement in the organization and in addition to comply with the rapidly changes of the world. The organization can manage people in the organization, moreover, by knowing ourselves and knowing others can be advantages to stay together with happiness in the workplace, and be healthy organization. This body of knowledge is creating the sustainability of the inner self of employees. If the organization know the basic characteristic of each person, the organization can develop them to be sustainable.

The below Figure 4.16 indicated the body of knowledge of the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits that have Kalyāṇamitta Traits of Leader as Mediator. The knowledge of this model shows that if the employees have their own Buddhist Psychological Traits that be composed of 8 traits, their composition are highly related and leaded to their inner self of sustainable employee engagement which are Self-passion, Self-dedication, Self-

evaluation and Self-development. The Buddhist Psychological Traits of employees compose of 8 traits. There are four Buddhist traits 1) Good Heart is giving; sacrificing, sharing his own things with others always welcome to teach jobs, helping others what they can do and fully support all activities in organization, self-sacrifice for public (voluntarily mind), giving encouragement to the colleagues; 2) Good Speech is speaking positive toward the organization, always say thank you and complimentary words to your colleagues for their success or cheer up for motivation, speaking with nice and polite words; 3) Good Sociable is performing actions that are useful to the organizations, willing to help the organization's activities coordinating with leaders, supervisors or colleagues to do work, and be patient to do work with others in the organization, understanding the feeling of others and joint feeling empathy with colleagues; 4) Good Consistency Behavior is behaving consistently and impartially manner, being a good performer or role model in the organization such as coming to work on time, behaving equitably towards all co-workers or colleagues, behaving in the right place, right time and right position. And there are four personality traits; 1) Conscientiousness is the employees have the self-consciousness, self-discipline, completion works on time with timeframe, have vigor and motivation to work, being proud to work in this organization, 2) Optimistic is the employees always have positive thinking toward organization and departments, be pleased with the organizational success, being happy with current work and current organization, be proud to be member in the organization, accepting and complying all objectives, 3) Recognition of Differences or adaptability is the employees accept the changes, listen and accept the good comments of colleagues, willing to comply the new changes, opened-mind to the unexpected situations, ready to do what have never been done before, welcome for the advices receiving from others, 4) Friendliness is the employees have trust and good intention toward others, be glad to help others, feeling of "We and I", go together. All of these traits are dominant.

While the components of Sustainable Employee Engagement can be described. Self-passion is the employees love their works or jobs, feeling that their works are important; love their organization that they are working with and be proud to be part of organization's success, talk positive toward their organization. Self-dedication is the employees commit to work hard with their fully capabilities,

dedicate themselves for achievement, give the extra miles for working without any requests, working with objectives and targets, working with challenged jobs and complete jobs with timeframe. Self-evaluation is the employees regularly search themselves for the improvement points, accept other's recommendations and feedback without any dispute, monitor other's work performance, all for improvement and accomplishment. Finally, Self-development is the employees continue to learn more on new things or new job assignments, seek new knowledge and challenged jobs for more skills, always develop themselves.

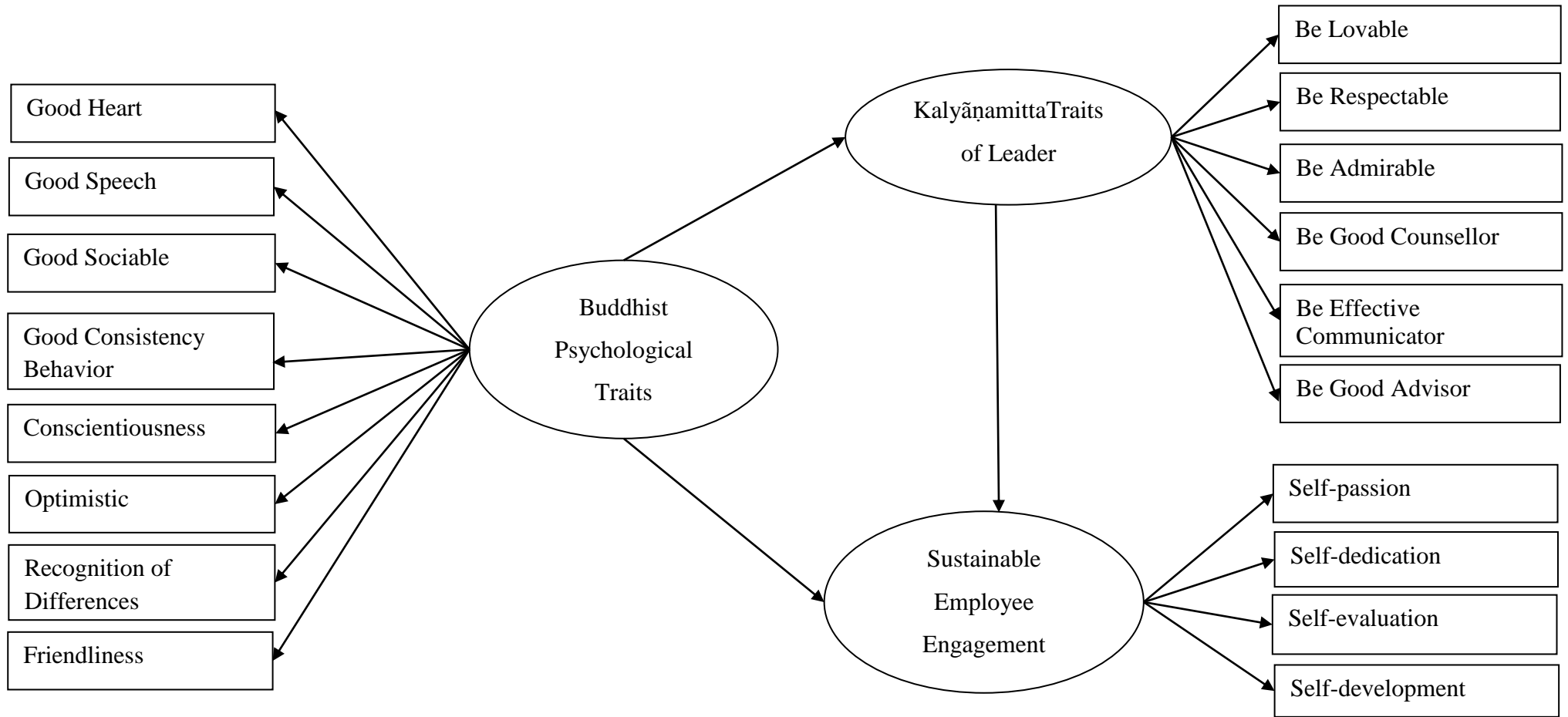


Figure 4.16: Body of Knowledge (Model 1): the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Kalyāṇamitta Traits of Leader as Mediator

The below Figure 4.17 indicates the body of knowledge of Development of Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits that have Holding Other Hearts as mediator. The knowledge of this model shows that if the employees has their own fundamental Buddhist traits that be composed of 4 traits of Winning Personal Heart; Good Heart, Good Speech, Good Sociable and Good Consistency Behavior are not significantly related to Sustainable Employee Engagement. On the other hands, if the employees have their own Buddhist traits of Winning Personal Heart that be composed of Good Heart, Good Speech, Good Sociable and Good Consistency Behavior integrated with personality traits of Holding Other Hearts that be composed of four traits; Conscientiousness, Optimistic, Recognition of Differences (Adaptability) and Friendliness as mediator, this integrated Buddhist Psychological Traits is highly related and predicted to Sustainable Employee Engagement. These uniqueness traits can enhance and lead to higher sustainable employee engagement that indicated by Self-passion, Self-dedication, Self-evaluation and Self-development.

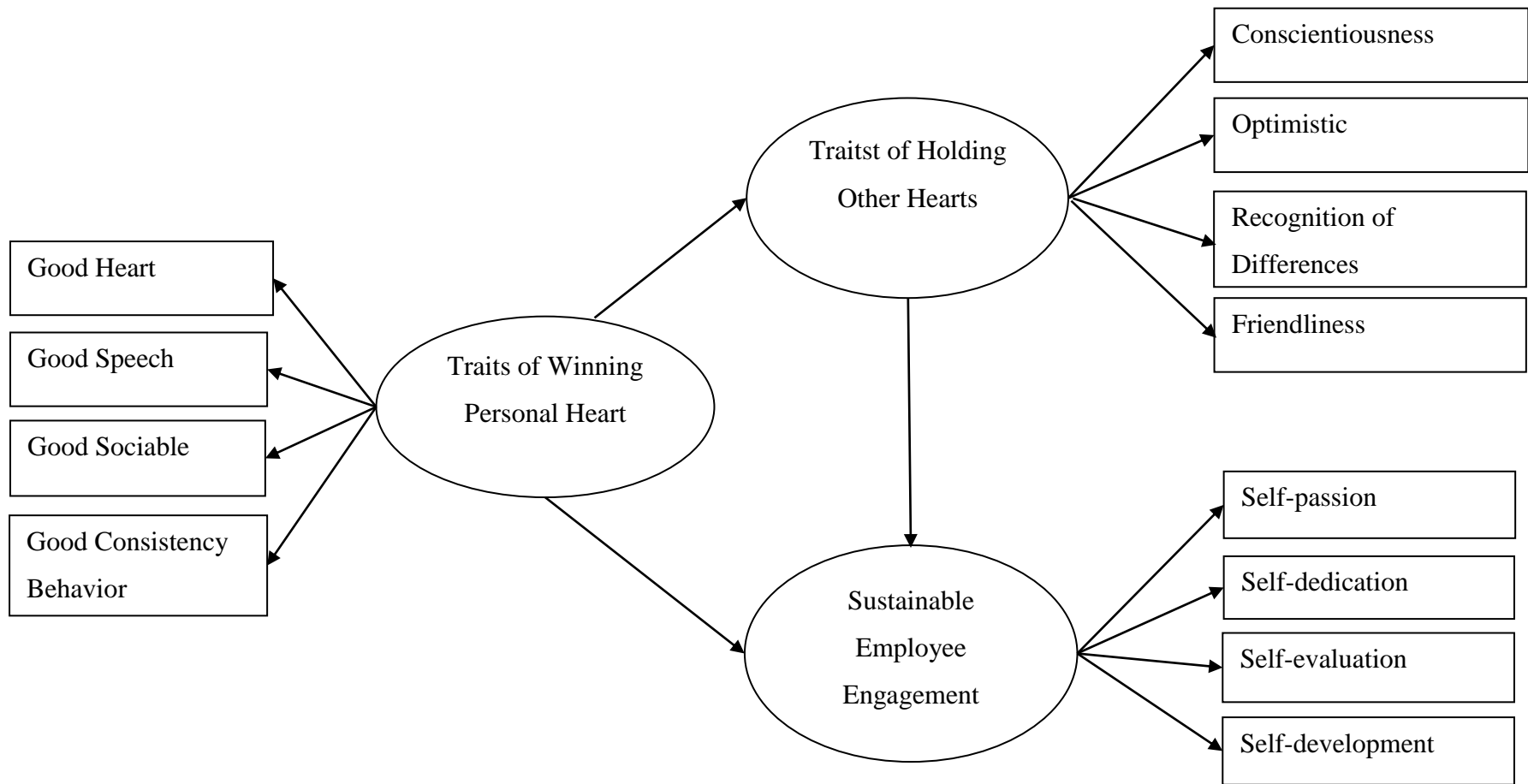


Figure 4.17: Body of Knowledge (Model 2): the Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts as Mediator

Therefore, the summarization of body of knowledge can be a composition of Sustainable Employee Engagement with Buddhist Psychological Traits as illustrated below BPT4SEE Model, Figure 4.18.

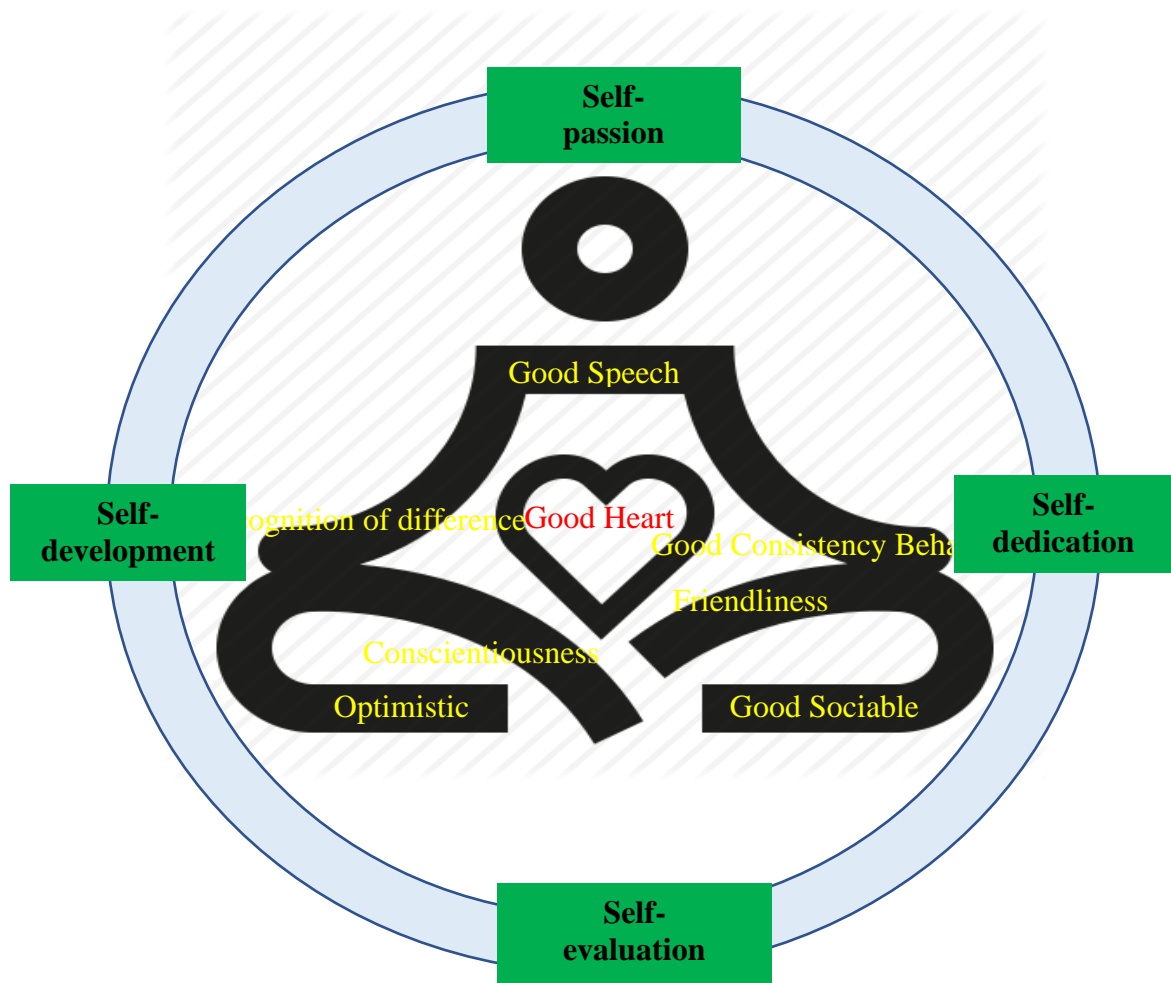


Figure 4.18: BPT4SEE Model
(Buddhist Psychological Traits for Sustainable Employee Engagement Model)

The summarization of body of knowledge can be a composition of Sustainable Employee Engagement with Buddhist Psychological Traits as illustrated below BPT4SEE Model, Figure 4.18.

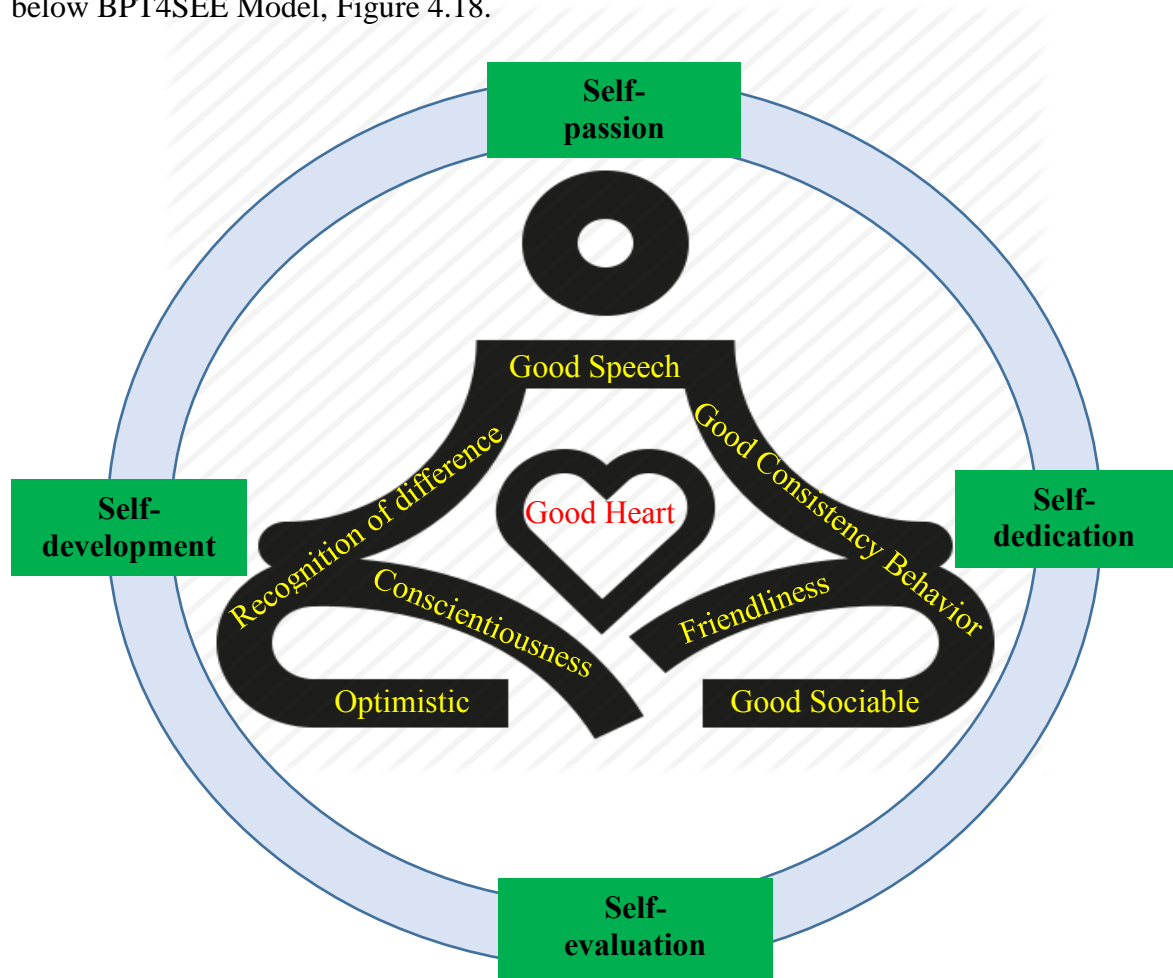


Figure 4.18: BPT4SEE Model
(Buddhist Psychological Traits for Sustainable Employee Engagement Model)

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CHAPTER V

Conclusion, Discussion and Suggestion

This chapter consists of conclusion of the results, discussion and suggestion for the implications and further studies. This research, there are three research objectives 1) to study Buddhist principles or concepts and personality traits theory for sustainable employee engagement 2) to develop the causal model for sustainable employee engagement with Buddhist psychological traits and 3) to validate and propose the causal model for sustainable employee engagement with Buddhist psychological Traits. The research is mixed research methods that quantitative method to extend qualitative results. The research methodology were two stages, first stage was the qualitative approach to study the research framework to develop the model for sustainable employee engagement with Buddhist Psychological Traits and second stage was quantitative approach to validate and propose the model of development of causal model for sustainable employee engagement with Buddhist Psychological Traits.

The first stage, the qualitative research method by documentary literature review and in-depth interview of 15 key informants by using the purposive sampling. The key informants were the experts in the area of Buddhist or industrial and organizational psychology or human resource development.

The second stage, quantitative research method by survey using the constructed questionnaires with 5 Likert Scale and validated IOC by experts. The sample were 540 respondents who are employees working in the private firms located in Bangkok by using the simple random sampling. The descriptive statistic and CFA, Chi-square test, goodness of fit test by using LISREL. The below section is conclusion.

5.1 Conclusion

The conclusion of this research is separated to two parts, first part is the conclusion of descriptive statistics and second part is the conclusion statistics analysis to answer the research questions. The researcher developed 2 models of the causal model for sustainable employee engagement with Buddhist Psychological Traits.

Model 1: The causal model for sustainable employee engagement with Buddhist psychological traits by Kalyāṇamitta traits of leader as mediator consisted of 3 latent variables with separated to 2 endogenous latent variables and 1 exogenous latent variable with 18 observed variables as below.

1. Two endogenous latent variables and observed variables

1.1 Sustainable Employee Engagement is the unique characteristics of employees which occurred from their inner mind or their inner self that can be measured by 1) Self-passion, 2) Self-dedication, 3) Self-evaluation and 4) Self-development.

1.2 Kalyāṇamitta Traits of Leader as mediator, is the leader that has the specific traits behaving toward their followers and creating trust with them and make the employees to enhance more sustainable employee engagement. 1) Be lovable, 2) Be respectable, 3) Be admirable, 4) Be good counsellor, 5) Be effective Communicator and 6) Be good advisor.

2. One exogenous latent variable and observed variables

2.1 Buddhist Psychological Traits is the integrated unique traits of employees, which be enhanced sustainable employee engagement. 1) Good Heart, 2) Good Speech, 3) Good sociable, 4) Good Consistency Behavior, 5) Conscientiousness 6) Optimistic, 7) Recognition of Differences and 8) Friendliness.

Model 2: The causal model for sustainable employee engagement with Buddhist Psychological Traits by Holding Other Hearts as mediator consisted of 3 latent variables with classified to 2 endogenous latent variables and 1 exogenous latent variable with 12 observed variables as below.

1. Two endogenous latent variables and observed variables

1.1 Sustainable Employee Engagement is the unique characteristics of employees which occurred from their inner mind or their inner self that can be

measured by 1) Self-passion, 2) Self-dedication, 3) Self-evaluation and 4) Self-development.

1.2 Mediator, traits of Holding Other Hearts is the psychological personality traits of employees that be enhanced more sustainable employee engagement. 1) Conscientiousness, 2) Optimistic, 3) Recognition of Differences and 4) Friendliness.

2. One exogenous latent variable and observed variables

2.1 Traits of Winning Personal Heart is the Buddhist fundamental traits of employees which be enhanced sustainable employee engagement. 1) Good Heart, 2) Good Speech, 3) Good Sociable and 4) Good Consistency Behavior.

5.1.1. Descriptive Statistic

1) The descriptive statistics of demographic information of 540 respondents was found that most of respondents was female 60.40% and male 39.60%. The age of respondents was majority between 25-45 years old with account for 73.70%. The education level of respondents, bachelor degree 65.90%, masters degree 18.00%, below bachelor degree 14.10% and others only 2.00%. The marital status of respondents, the single was highest at 58.70%, followed by married was 36.90% and divorce was 4.40%. The working experience of respondents, the employees who have 5 years and below was 31.30%, followed by 6 - 10 years working experiences was 19.30%, 11 - 15 years was 14.10%, 16 - 20 years was 11.50%, 21 - 25 years was 12.60%, 26 - 30 years was 7.60% and more than 30 years was 3.70%. The current position of respondents, the officer level was highest at 73.90%, supervisor level was at 18.30%, middle management level was at 6.70%, and senior management level was at 1.10%.

2) The results of descriptive statistical analysis of observed variables in this research, it was concluded that overall variables were high score. Measuring from a mean (\bar{x}) of individual observed variables of all constructs, overall were high score between 3.60 - 4.18. The highest score was Good Heart ($\bar{x} = 4.18$), followed by Friendliness ($\bar{x} = 4.13$), Self-development ($\bar{x} = 4.12$), Conscientiousness ($\bar{x} = 4.11$), Good Sociable ($\bar{x} = 4.09$), Good Speech ($\bar{x} = 4.04$) respectively. The lowest score was Self-development ($\bar{x} = 3.60$), Be Effective Communicator ($\bar{x} = 3.75$), Be Good Advisor ($\bar{x} = 3.84$). When measuring the coefficient of variation (C.V.) of observed

variables, it was found that the variables were not different distributed, the value was between 11.15 - 19.05 percent.

5.1.2 Analysis statistics to answer the research questions

The presentation of the results of statistics analysis in order to answer the research questions, the researcher presents 3 parts of 3 research questions which are:

5.1.2.1) The results of analysis to answer first research question, the Buddhist principles or concepts and personality traits theory to enhance sustainable employee engagement.

From the documentary and related research works was found that the factors that influence the sustainable employee engagement have both Buddhist principle and psychological factor of personality traits, there were 1) Good Heart, 2) Good Speech, 3) Good Sociable, 4) Good Consistency Behavior. The Psychological Personality Traits of Big Five Personality Theory were 1) openness to experience, 2) conscientiousness, 3) extraversion, 4) agreeableness and 5) neuroticism. The sustainable employee engagement was 1) self-passion, 2) self-dedication, 3) self-evaluation and 4) self-development. And the traits of leader were Kalyāṇamitta as the mediator that be consisted of 1) be lovable, 2) be respectable, 3) be admirable, 4) be good counsellor, 5) be patient listener, 6) be good explainer and 7) be bood advisor. These were constructed to be conceptual framework.

5.1.2.2) The results of analysis to answer second research question, the causal model for sustainable employee engagement with Buddhist Psychological Traits.

From the field study by in-depth interview, the Buddhist Principle and Personality Traits of employee were integrated to be unique personality traits, which is Buddhist Psychological Traits. Therefore, the results of this research, there was Buddhist Psychological Traits as exogenous latent variable with 8 observed variables; 1) Good Heart, 2) Good Speech, 3) Good Sociable, 4) Good Consistency Behavior, 5) conscientiousness 6) optimistic, 7) recognition of differences (adaptability) and 8) friendliness. Sustainable employee engagement was endogenous latent variable with 4 observed variables; 1) self-passion, 2) self-dedication, 3) self-evaluation and 4) self-development. And Kalyāṇamitta Traits of Leader was the mediator with 6 observed variables. There were two variables that integrated to be one observed variable called

be effective communicator. Therefore, the operational definition of each variable was constructed to be the appropriate questionnaire and be used in the survey.

5.1.2.3) The results of analysis to answer third research question, to validate and propose the causal model for sustainable employee engagement with Buddhist Psychological Traits.

The developed models were divided to two models. The first model consisted of 3 latent variables with 18 observed variables that has the Kalyāṇamitta Traits of Leader as mediator. The second model consisted of 3 latent variables with 12 observed variables that has traits of holding other hearts as mediator. The results of the goodness of fit test statistic and its congruence, the results of direct and indirect effects on the variables of the model.

First model, the causal model for sustainable employee engagement with Buddhist Psychological Traits of Kalyāṇamitta Traits of Leader as mediator was fitted with the empirical data.

The findings of goodness of fit test of the developed model, it was summarized that Chi-Square (χ^2) was 79.06, degree of freedom was 63, P-value was 0.833, RMSEA was 0.022. Measuring the correlation of 18 observed variables, it was found that the relationship between the variables was significantly related which different from zero ($p < .01$), the correlation coefficient was 0.285 – 0.832. The highest positive correlation coefficient was Kalyāṇamitta Traits of Leader, be respectable and be admirable, the relationship was significant at a level of .01 equal to 0.832, indicating that when the leader has traits of be respectful higher, his trait of be admirable is also higher. The second positive correlation coefficient was Kalyāṇamitta Traits of Leader, be admirable and be good counsellor. The relationship was significant at a level of .01 equal to 0.822, indicating that when the leader has trait of be Admirable higher, his trait of be Good counsellor is also higher. While measuring the relationship of observed variables in the same construct, Buddhist Psychological Traits, it was found that a correlation coefficient was 0.441 to 0.700. The highest positively correlation variables were Conscientiousness and Optimistic with a significant relationship at level of .01 equal to .700, indicating that if the employees have Conscientiousness higher, their Optimistic are also higher. The second positive correlation coefficient is the Good Consistency Behavior and conscientiousness with a significant relationship at level of .01

equal to 0.658, indicating that if the employees have Good Consistency Behavior higher, their conscientiousness are also higher. While measuring sustainable employee engagement, it was found that a correlation coefficient was 0.405 to 0.656. The highest positively correlation variables was self-dedication and self-development with a significant relationship at level of .01 equal to 0.656, indicating that if the employees have self-dedication, their self-development are also higher. The second positive correlation coefficient was self-passion and self-dedication with a significant relationship at level .01 equal to 0.600, indicating that if the employees have self-passion higher, their self-dedication are also higher. While measuring Kalyāṇamitta Traits of Leader, it was found that a correlation coefficient was 0.328 to 0.832. The highest positive correlation coefficient was Be Respectable and Be Admirable, the relationship was significant at a level of .01 equal to 0.832, indicating that when the leader has Be Respectable higher, his trait of Be Admirable is also higher. The second positive correlation coefficient is Kalyāṇamitta Traits of Leader, Be Admirable and Be Good Counsellor. The relationship was significant at a level of .01 equal to 0.822, indicating that when the leader has Be Admirable higher, his trait of Be Good Counsellor is also higher.

The findings of reliability of the observed variables, the reliability was 0.29 to 0.85. The highest reliability value was Be Respectable with value of 0.85 and followed by Be Effective Communicator with value of 0.81 and Be Good Advisor with value of 0.78 and the lowest reliability value was Self-evaluation with value of 0.29. In general, the mean of reliability value of the observed variables was moderate to high.

The findings of R-SQUARE (R^2) of the structural equation of latent variables of Kalyāṇamitta Traits of Leader, it was found that Kalyāṇamitta Traits of Leader has R-SQUARE (R^2) value of 0.47 indicating that the variables within construct model which was Kalyāṇamitta Traits of Leader consisted of Be Lovable, Be Respectable, Be Admirable, Be Good Counsellor, Be Effective Communicator and Be Good Advisor can be explained variance of Buddhist Psychological Traits by 47.00 percent. The sustainable employee engagement has R^2 value of 0.95 indicating that the variables within construct model which was sustainable employee engagement consisted of Self-passion, Self-dedication, Self-evaluation and Self-development can be explained the variance of Buddhist Psychological Traits and Kalyāṇamitta Traits of Leader by 95.00 percent.

The findings of correlation coefficient between latent variables in this model was 0.603 to 0.945. The variables were positively correlated, the highest correlation coefficient was Buddhist Psychological Traits and Kalyāṇamitta Traits of Leader, the correlation coefficient was 0.945, indicating that the Buddhist Psychological Traits is higher, Kalyāṇamitta Traits of Leader is also higher. The second correlation coefficient is Kalyāṇamitta Traits of Leader and Sustainable Employee Engagement, correlation coefficient was 0.613 which is moderately correlated, indicating that Kalyāṇamitta Traits of Leader is higher, it can moderately increase Sustainable Employee Engagement higher.

The findings of direct effect and indirect effect that influences Sustainable Employee Engagement, it was found that Sustainable Employee Engagement had the direct effect from Buddhist Psychological Traits was 0.86 with .01 level of significance, while no indirect affected by Kalyāṇamitta Traits of Leader. This shows that Sustainable Employee Engagement was highly related to the Buddhist Psychological Traits while Kalyāṇamitta Traits of Leader as mediator was not significant related to Sustainable Employee Engagement.

The second model, the causal model for sustainable employee engagement with Buddhist Psychological Traits of holding other hearts as mediator was fitted with the empirical data.

The findings of goodness of fit statistics of the developed model, it was summarized that Chi – Square (χ^2) was 43.87, degree of freedom was 36, P-value was 0.1723, RMSEA was 0.020. Measuring the correlation of 12 observed variables, it was found that the correlation between the variables with significantly related which difference from zero ($p < .01$), the correlation coefficient was between 0.359 - 0.731. The highest positive correlation coefficient was Optimistic and Self-passion, the correlation was significant at .01 level equal to 0.731 indicating that when the employees have the traits of optimistic higher, their self-passion is also higher. The second positive correlation coefficient was Conscientiousness and Optimistic, the correlation was significant at .01 level equal to 0.700 indicating that when the employees have the traits of Conscientiousness higher, their Optimistic are also higher. While measuring the relationship of observed variables in the same construct. Buddhist Traits of Winning Personal Heart was found that a correlation coefficient was 0.499 to 0.651. The highest positively correlation variables were Good

Speech and Good Sociable with a significant relationship at level of .01 level equal to 0.651 indicating that when the employees have Good Speech higher, their Good Sociable are also higher. The second positive correlation coefficient is Good Sociable and Good Consistency Behavior, with a significant relationship at level of .01 equal to .635 indicating that when the employees have Good Sociable higher, their Good Consistency Behavior are also higher. While measuring Personality Traits of Winning Other Hearts was found that correlations coefficient was 0.523 to 0.700. The highest positively correlation variables were Conscientiousness and Optimistic with a significant relationship at level of .01 equal to 0.700 indicating that if the employees have Conscientiousness higher, their Optimistic are also higher. The second positive correlation coefficient was Conscientiousness and Friendliness with a significant relationship at level of .01 equal to .653 indicating that when the employees have Conscientiousness higher, their Friendliness are also higher. While measuring Sustainable Employee Engagement was found that correlations coefficient was 0.405 to 0.656. The highest positively correlation variables were Self-dedication and Self-development with a significant relationship at level of .01 equal to 0.656 indicating that if the employees have Self-dedication higher, their Self-development are also higher. The second positive correlation coefficient was Self-passion and Self-dedication with a significant relationship at level of .01 equal to .600 indicating that if the employees have Self-passion higher, their Self-dedication are also higher.

The findings of reliability of observed variables, the reliability was 0.27 to 0.74. The highest reliability value was Conscientiousness with value of 0.74, followed by Optimistic and Self-dedication with value of 0.68.

The findings of R-SQUARE (R^2) of the structural equation of latent variables of traits of holding other hearts, it was found that traits of holding other hearts has R-SQUARE (R^2) value of 0.86 indicating that the variables within construct model which is traits of holding other hearts consisted of Conscientiousness, Optimistic, Recognition of Differences and Friendliness can be explained variance of traits of winning personal heart by 86.00 percent. The Sustainable Employee Engagement has R^2 value of 0.94 indicating that the variables within the construct model with sustainable employee engagement consisted of Self-passion, Self-dedication, Self-evaluation and Self-development can be

explained the variance of traits of winning personal heart and traits of holding other hearts by 94.00%.

The findings of correlation matrix between latent variables, the correlation coefficient between latent variables were 0.725 to 0.822. The variables were positively correlated, the highest correlation coefficient was traits of holding other hearts and sustainable employee engagement, the correlation coefficient was 0.822 indicating that if the employees had traits of holding other hearts higher, the Sustainable Employee Engagement is also higher. The second correlation coefficient was traits of winning personal heart and traits of holding other hearts, the correlation coefficient was 0.787 indicating that if the employees have traits of winning personal heart higher, their traits of holding other hearts are also higher.

The findings of direct effect and indirect effect that influence sustainable employee engagement, it was found that sustainable employee engagement had the direct effect from traits of winning personal heart at value of 0.07 and traits of holding other hearts at value of 0.91, with 0.1 level of significance. And it has the indirect effect from traits of holding other hearts at value of 0.84 with .01 level of significance. This shows that sustainable employee engagement is highly related to the traits of winning personal heart which mediated by the traits of holding other hearts.

5.2 Discussion

There were many previous research studies of employee engagement but not emphasize on sustainable employee engagement and predicted by using the integration of Buddhist principle as traits and personality traits. The previous studies have either contributed to the field or supported the exiting theory of employee engagement but the sustainable employee engagement has never studied¹. While the

¹Jonathon R. B. Halbesleben & Jaron Harvey and Mark C. Bolino, "Too Engaged? A Conservation of Resources View of the Relationship between Work Engagement and Work Interference with Family", **Journal of Applied Psychology**, Vol. 94, No. 6 (2009): 1452–1465.

world is rapidly changing, the people must learn and understand each other in order to survive and stay with sustainability.

The purpose of this study is to show the Buddhist Traits, Personality Traits, the integrated of these traits to be Buddhist Psychological Traits that be enhancement the sustainable employee engagement. This study also examines whether Kalyāṇamitta Traits of Leaders acts as mediator to enhance the sustainable employee engagement. The presentation of this discussion is presented into two parts which be described as below.

5.2.1 Discussion the descriptive statistic

The finding of 540 respondents is found that most of respondents is female 60.40% and male 39.60%, the age is majority between 25-45 years old with account for 73.70%, their working experience with 5 years and below is highest at 31.30%, and working at officer level accounts for 73.90%, this group of sample is well representativeness of the population. Moreover, from the findings of age of sampling group between 25 – 45 years old and one personality triat of Big Five Personlity Trait - Conscientiousness related to sustainable employee engagment, it showed that the employees who aged between this range having conscientiousness that be consistent with the life span of age ranges 22 – 60 years old that need to be gradually growth².

5.2.2 Discussion of the causal model for sustainable employee engagement with Buddhist Psychological Traits of Kalyāṇamitta Traits of Leader as Mediator (Model 1).

This research, Buddhist Psychological Traits is the composition of traits between Buddhist Traits and Perosnality Traits that be the unique traits of employees who enchanche the sustainable employee engagement. Buddhist Psychological Traits were composed of 8 individual trait. The employees who have characteristics of Buddhist Psychological Traits consists of Good Heart, Good Speech, Good Sociable, Good Consistency Behavior, Consientiousness, Optimistic, Recognition of Differences and Friendliness. The results were found that all the traits had the high score that can be ranked in descending order from Good Heart, Friendliness,

²Jason A. Colquitt et.al., **Organizational Behavior**, 5th Edition, (USA: McGraw Hill Education), p.270.

Conscientiousness, Good Sociable, Good Speech, Optimistic, Recognition of Differences and Good Consistency Behavior. The trait of Good Heart was the highest mean score at 4.18, the employees who has the Good Heart, they have a unique characteristic of giving; sacrificing, sharing his own things with others always welcome to teach jobs, helping others what they can do and fully support all activities in organization, self-sacrifice for public (the voluntarily mind), giving encouragement to the colleagues or giving the knowledge about works. Friendliness was the second trait, mean score at 4.13, the employees have trust, sincerity and good intentions toward others, feeling or sensing of “We and I and going together.” Conscientiousness was the third trait with mean score at 4.11, the employees have the self-consciousness, self-discipline, completion works on time with timeframe, have vigor and motivation to work, being proud to work in the organization. Good Sociable was the forth trait with mean score at 4.09, the employees are performing actions that are useful to the organizations or to the community, willing to help the organization’s activities, coordinating with leaders, supervisors or colleagues to do work, and be patient to do work with others in the organization, understanding the feeling of others and joint feeling empathy with colleagues. Good Speech was the fifth trait with mean score at 4.04, the employees are speaking with nice and polite words, positive attitude toward their organization, always say with feeling of thankful, condolence, empathy, complimentary or even the encouragement or motivation words to their colleagues. Optimistic was the sixth trait with mean score at 4.03, the employees always have positive thinking toward organization, departments and others in organization, are happy with current work and current organization with here an now and proud to be member in the organization, feeling please sure with the organizational success, accept and comply all objectives in the organization. Recognition of Differences or adaptability was the seventh trait with mean score at 3.95, the employees accept the changes whatever the situations they are encounter with, are willing to comply the changes with opened-mind, listen, understand and accept the comments of colleagues and lastly, they are ready to do what have never been done before. Good Consistency Behavior was eighth trait with mean score at 3.95, the employees are behaving consistently and impartially manner, a good performer or role model in the organization such as coming to work on time, behaving

equitably manner towards all colleagues, this includes the employees behave or act in the right place, right time and right position.

This model, Kalyāṇamitta Traits of Leader does not significant to enhance the sustainable employee engagement. However, there are six qualities of the leader which Be Lovable, Be Respectable, Be Admirable, Be Good Counsellor, Be Effective Communicator and Be Good Advisor. The results were found that each quality was high score which ranked from Be Respectable, Be Good Counsellor, Be Admirable, Be Good Advisor, Be Lovable and Be Effective Communicator. Be Respectable was highest trait with mean score at 4.01, the leader is a role model of employees, has the consistent behavior and impartially manner, giving respect to others in any status including respecting their ideas, comments, recommendations. Be Good Counsellor was the second trait with mean score at 3.87, the leader is optimistic, careful with problem-solving, opened-mind to change, sincerity to help others and giving the recommendations to the employees. Be Admirable was the third trait with mean score at 3.86, the leader is praiseworthy person, able to tolerate frustration and stress in one circumstance, acts equal treatment toward all people, dedicates himself. Be Good Advisor was the fourth trait with mean score at 3.84, the leader is visionary, knowledgeable, introduces the good things and gives guidance to the employees, leads the employees to behave good practices and positive directions. Be Lovable was the fifth trait with mean score at 3.81, the leader is always caring the employees, gives the chance to the employees to let them expressing their opinions, meanwhile the employees can consult with the leader and rely on him. Be Effective Communicator was the sixth trait with mean score at 3.75, the leader is good listener and explainer, he listens the employees for all stories or all issues that the employees need to discuss with, patient to listen both positive and negative words, speaks by using a Good Speech, in some situations might have to give an encouragement words, in some situations might have to give a compliment words, in some situations might have to give empathy words, moreover he must express with the kindness and sincerity. In the previous researches, they found that the leadership styles are affected

to the followers and their engagement level. Integro Leadership Institute³ described that the employee engagement can be the outcome if the leader makes employees to trust first. While Towers Watson⁴ studied the leadership and engagement, it described that leadership is a driver of sustainable engagement. This research finding was not congruence with previous researches that the Kalyāṇamitta Traits of Leader cannot be the driver or enhance the sustainable employee engagement if the employees have their own Buddhist Psychological Traits within themselves. The employees can be sustainable engaged employee.

The research of Sustainable Employee Engagement, it has four characteristics consisted of Self-passion, Self-dedication, Self-evaluation and Self-development. The results were found that individual characteristic with high score which ranked from Self-development, Self-dedication, Self-passion and Self-evaluation respectively. Self-development was highest with mean score at 4.12, the employees continue to learn more on new things around them, willing to do with new assigned jobs, regularly seek new knowledge and challenged jobs for enhancing more skills, always develop themselves. Self-dedication was the second high with mean score at 4.07, the employees commit to work hard with their fully capabilities, dedicate themselves for achievement, give the extra miles for working without any requests, working with objectives and targets, love to work with challenged jobs and complete jobs with timeframe. Self-passion was ranked with mean score at 4.00, the employees love their works or jobs, feel that their works are important; they love their organization where they are working with and are proud to be part of organization's success, in addition, finally they talk positive about their organization. Self-evaluation is forth rank with mean score at 3.60, the employees regularly search

³Integro Leadership Institute (2012) cited in Leon Ho, **14 Powerful Leadership Traits (That All Great Leader Have)**, [online], source: <https://www.lifehack.org/674245/14-powerful-Leadership-traits-that-all-great-Leader-have>, [15 January 2017].

⁴Towers Watson, **2014 Global Workforce Study: At a Glance**, [Online], source: https://www.towerswatson.com/assets/jls/2014_global_workforce_study_at_a_glance_emea.pdf. [20 January 2017].

themselves for the improvement points, accept other's recommendations and feedback without any dispute, always monitor other's work performance for improvement.

Apart from Model 1, the researcher investigated Model 2 that if the employees has Buddhist Traits and add on the psychological personality traits as mediator, it can enhance higher sustainable employee engagement wich described below.

Buddhist personlity traits describeing as Winning Personal Heart trait which consisted of Good Heart, Good Speech, Good Sociable and Good Consistency Behavior were less direct predicated to sustainable employee engagement. While having the mediator of psychological traits of Holding Other Hearts as an integrated traits, it can highly predicated the sustainable employee engagement. Psychological personality traits, Holding Other Hearts consisted of Consientiousness, Optimistic, Recognition of Differences (Adaptability) and Friendliness are highly predicted the sustainable employee engagement. The results of sustainable employee engagement, there were four characteristics consisted of Self-passion, Self-dedication, Self-evaluation and Self-development.

The summarization, the results of Buddhist traits can be congruence with other researches, it was claimed by Phra Decha Kittiko (Chottharadham)⁵ found that supportive by giving the adequate materials, giving a kind speech, giving the compliments and motivation words to the subordinates, introducing the useful and beneficial recommendations to in order to build the unity. Moreover, there should be behaving fair and equitable treatment towards all subordinates, be willing to help the subordinates when they face the problem, giving advices and coaching for working, being friendly with the subordinates, arrogant to the subordinates. In addition, claimed by Cakkawal Sukmaitri⁶ that in the organization the people must be the characteristics of 1) Dāna, giving and sacrificing behavior, sharing to the group, not

⁵Phra Decha Kittiko (Chottharadham), "Personnel Administration under the 4 Saṅgahavatthus of Thampirak School Bangplad Distric, Bangkok", **Master of Arts (Educational Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2013), pp.106-109.

⁶Jakkawal Sukmaitri, "Organizational Culture Based on Sangkhavatthu 4", **Social Science Journal**, Vol.2 (May-August) (2016): 139-152.

have personal interest, give compliments and give the knowledge to others to have skills, clarifying the duties of each other, delegating the jobs, 2) Piyavācā, the communication with sweet or nice words in order to create the unity, speak with reasonable place and time, speak with truth and can create trust, 3) Atthacariyā, act the benefits to the public or others, try to help the activities, and 4) Samānattatā, put himself or herself in the right place and right time and right position, behave the equality manner, promote the people in the organization living with happiness and unity with no bias, have the fair treatment and lastly promote the people to distinguish personal and work matters, not to have selective practice. In addition, claimed by Thip Khankaew⁷, there are four elements; being generous that behaving to sacrifice, helping, and supporting with four basic needs including the knowledge; softness and supple, to treat equally and impartially behavior; understanding others and not damage others' happiness, not be selfish, be kindness, behaving with smile and be familiar with others, put the right position and right time; behaving with relatives, acting consistency and equality manner, not taking the advantages, sharing the problems and suffering from others, helping the social and community that be benefit to others.

In terms of psychological traits, the results can be congruence with other research. Conscientiousness is self-discipline, talented, knowledgeable, completion of work on time and performing tasks as assignment, communicating with reasonable and trustworthy, talking positive about organization, be vigor to work, be proud to work with this organization. This is congruence with Nayyar Raza Zaidi et.al.⁸ found that Conscientiousness was moderately correlated with work engagement by having task performance, contextual performance, and active learning, particularly for

⁷Thip Khankaew, "The Process Strengthening Responsible Behaviors toward the Organization Based on Buddhist Psychology of the Staffs of Mahachulalongkornrajavidyalaya University", **Degree of Philosophy (Buddhist Psychology)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2016), pp.189-190.

⁸Nayyar Raza Zaidi et.al., "The Big Five Personality Traits and Their Relationship with Work Engagement among Public Sector University Teachers of Lahore", **African Journal of Business Management**, 2013, Vol.7 (15), 1344-1353.

employees high in conscientiousness, focusing on goal oriented. While Murray R. Barrick et.al.⁹ found that Conscientiousness was the strongest predictor of job performance for overall occupations. The persons who has the Conscientiousness shows a strong sense of purpose, obligation, and persistence generally perform better than the person who do not have. In addition, engagement has also been associated with personality traits, most notably with conscientiousness that claimed by Macey and Schneider¹⁰ and a more comprehensive study by Kim, Shin and Swanger found that only conscientiousness was significantly related to engagement conscientiousness person has related to the levels of job knowledge and performance¹¹.

Optimistic is related to sustainable employee engagement is congruence by Dana Arakawa & Margaret Greenberg¹² that employee optimism is significantly correlated with employee engagement. Recognition of differences was claimed by Axel Honneth that there are three aspects of recognition love recognition, respect recognition and esteem recognition, they are psychologically necessary¹³. Moreover,

⁹Murray R. Barrick and Michael K. Mount and Timothy A. Judge, "Personality and Performance at the Beginning of the New Millennium: What Do We Know and Where Do We Go Next?", **International Journal of Selection and Assessment**, Vol.9, No.1/2 (2011): 9-30.

¹⁰Macey and Schneider (2008), Kim, Shin and Swanger (2009) cited in Schaufeli, W.B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee Engagement in Theory and Practice*. London: Routledge.

¹¹Laurie J. Mullins, **Essentials of Organizational Behavior**, 3rd Edition, (England: Prentice Hall, 2011), p.83.

¹²Dana Arakawa & Margaret Greenberg, "Optimistic managers and their influence on productivity and employee engagement in a technology organization: Implications for coaching psychologists", **International Coaching Psychology Review**, 2007, Vol. 2 No. 1, March, 78-89.

¹³Cited in Olli-Pekka Vainio, Aku Visala, Tolerance or Recognition? What Can We Expect?, **Open Theology**, 2 (2016): 553–565.

claimed by Thip Khankaew¹⁴ that the psychological corporate responsibility factors, the people must recognize the differences between individual differences to meet the basic needs of life, work successful, honorable acceptance or any things that show the outstanding of the individual, accepting other's opinion, and be awareness of other's self-esteem, using the positive words or speech, be optimistic, safety in life and assets. Xanthopoulou et.al.; Mauno et.al.¹⁵; Wollard and Shuck¹⁶ described that the optimistic is a personal variable that studied the relationship with engagement.

Recognition of Differences or adaptability means that listening and accepting the good comments from others, willing to learn new things, be opened-mind to the unexpected situation very well, accept the changes within organizations or organizational change, be ready to do what has never been done before, always thank you for any advices receiving from others, understand others. This is congruence with findings of Lucy McGee¹⁷ that the adaptability is one personality trait that engaged employee must have 1) adaptability employees have the openness to get the new experiences, new ideas and accepting for changes, 2) passion to work, keeping the positive thinking at all time whether being stress or discourage, 3) emotional maturity, having emotional control, 4) positive disposition, having the enthusiasm to help and support others and having unity or teamwork, 5) self-efficacy, being confidence in

¹⁴Thip Khankaew, the Process Strengthening Responsible Behaviors toward the Organization Based on Buddhist Psychology of the Staffs of Mahachulalongkornrajavidyalaya University, **Degree of Philosophy (Buddhist Psychology)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2016), p.186.

¹⁵Xanthopoulou et.al.(2007); Mauno et.al.(2007) cited in Richa Chaudhary et.al., "Relationships between Occupational Self Efficacy, Human Resource Development Climate, and Work Engagement", **Team Performance Management: An International Journal**, 2012, Vol.18 Iss 7/8, pp.370-383.

¹⁶Wollard and Shuck (2011) cited in Woocheol Kim, Judith A. Kolb & Taesung Kim, "The Relationship Between Work Engagement and Performance: A Review of Empirical Literature and a Proposed Research Agenda", **Human Resource Development Review**, 2012, 12(3), 248–276.

¹⁷Lucy McGee (2006) cited in Andrzej A. Huczynski & David A. Buchanan, **Organizational Behavior**, 8th Edition, (United Kingdom: Pearson Education, 2013), p.310.

their abilities, 6) achievement orientation, having desire to be success. Paula Clapon¹⁸ increased employee engagement by 1) respect people's differences, 2) acknowledge your co-workers, 3) respect people's time & priorities be willing to admit your mistakes and apologize gracefully, 4) live up to your end of the job, 5) pitch in and help out and 6) be willing to admit your mistakes and apologize gracefully.

Friendliness means that sincerity, go-together concept, showing collaborative, be glad to help the works of the colleagues, willing to support works of the colleagues when your work be completed, showing caring, sympathy and empathy to the colleagues. There is not support by other evidences that it relates to sustainable employee engagement. However, this can show that Friendliness is another trait that related to sustainable employee engagement.

This research, the researcher proposes that sustainable employee engagement, there are a composition of four elements, Self-passion, Self-dedication, Self-improvement and Self-development. All elements are occurred from inner mind or inner self of employees themselves. As Buddhist aspects, there are inner development, to develop for long term not for short term. The definitions of sustainable employee engagement can be described as below.

Self-passion indicates that the employees love their works or jobs, feeling that their works are important or meaningful works; love their organization that they are working with and be proud to be part of organization's success, talk positive toward their organization. The results of the study are in congruence with the findings of some of the previous studies of Alan M. Saks¹⁹ that the engaged employees deliver better outcome with positive attitude towards the organization and its values, same as IES²⁰ studied that the engaged employees are positive about their jobs and

¹⁸Paula Clapon, **The Top 3 Employee Engagement Driver**, [Online], <https://gethppy.com/employee-engagement/the-top-3-employee-engagement-drivers> [23 August 2017].

¹⁹Alan M. Saks, "Antecedents and consequences of employee engagement", **Journal of Managerial Psychology**, 2006, Vol.21. Iss:7, 600-619.

²⁰IES (2003) cited in Dilys Robinson, Sarah Perryman & Sue Hayday, **The Drivers of Employee Engagement**, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): 6.

organization. While Arnold B Bakker²¹ claimed that if the employees have the opportunities to develop their skills and abilities, they may increase their work engagement because they can personally grow at work and can take on new challenging tasks.” Andrzej A. Huczynski & David A. Buchanan²² stated that having unity (identification) and intention to do work; involvement, having the cooperation all activities under their responsibility; and having the royalty with the organization, good citizenship. While research findings of Robinson et.al.²³ identified key behaviors to be associated with employee engagement that the belief in the organization, desire to work to make things better, understanding of the business context and the bigger picture, being respectful of and helpful to colleagues, willingness to go the extra mile and keeping up to date with developments in the field. While John Hagel et.al.²⁴ described that by cultivating the traits of employee passion in their workforce, organization can make sustained performance gains and develop the resilience they need to be against with the continuous changes and disruptions. While Schaufeli & Bakker²⁵ claimed that employee engagement involves with the vigor which reflects a readiness to devote efforts in work, an attempt to keep energetic

²¹Arnold B Bakker, Maria Tims and Daantje Derks, Proactive personality and job performance: The role of job crafting and work engagement, **Human Relations**, (2012): 1373.

²²Andrzej A. Huczynski & David A. Buchanan cited in Thitiwut Manmee, “The Employees Commitment to Local Administrative Organizations in Northern Provinces”, **Doctor of Philosophy (Public Administration)**, (Graduate School, Mahachulalongkornrajavidyalaya University, 2013), p.80.

²³Robinson et.al.(2004) cited in Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane and Katie Truss, Employee Engagement: A Literature Review, Kingston University, **Working Paper**, Series No 19 (2008): 16.

²⁴John Hagel et.al. (2014), **Passion at Work: Cultivating worker passion as a cornerstone of talent development**, [Online], <https://www2.deloitte.com/insights/us/en/topics/talent/worker-passion-employee-behavior.html>, [23 August 2018].

²⁵Schaufeli, W.B., & Bakker, A.B., “A Measurement of Work Engagement with a Short Questionnaire, A Cross-National Study”, **Educational and Psychological Measurement**, Vol.66, 4, (2006): 701-716.

at work. Stephen P. Robbins et.al.²⁶ stated that when employees engage with organization, they have the enthusiasm for the work he or she does, the highly engaged employees have a passion for their work and feel a deep connection to their company.

Self-dedication indicates that the employees commit to work hard with their fully capabilities, dedicate themselves for achievement, give the extra miles for working without any requests, working with objectives and targets, working with challenged jobs and complete jobs with timeframe. The results of the study are in congruence with the findings of some of the previous studies of May et.al.²⁷ that the engagement elements consist of three factors, physical factor in the form of energy used to carry out the work; emotional factor shown by the dedication of employees; and mind factor in the form of employee's absorption in his or her work till forgets the things happened around he or she. While Schaufeli & Bakker²⁸ claimed that the engaged employees, they have dedication that the employees has inspiration, and pride, the sacrifice of energy, thoughts, and the time to reach success in achieving the goal. Integro Leadership Institute²⁹ stated that commitment and passion in the context of organization that whenever people in the organization are fully committed to and dedicated to everything they do, those employees deliver the valuable works for both internal and external customers. Commitment and passion are the factors to push the people to create the value things more than the potential of people. Whenever the

²⁶Stephen P. Robbins et.al, **Organizational Behavior**, 15th Edition, Global Edition, (USA: Pearson Education Limited, 2013), p.111.

²⁷May et.al. (2004) cited in Kartono, Hilmiana & Wa Ode Zusnita Muizu, "the Influence of personality on employee engagement and emotional intelligence (an empirical study on employees of rural Banks in West Java, Indonesia)", **South East Asia Journal of Contemporary Business, Economics and Law**, Vol. 12, Issue 2 (April) (2017): 54-66.

²⁸Schaufeli, W.B., & Bakker, A.B., "A Measurement of Work Engagement with a Short Questionnaire, A Cross-National Study", **Educational and Psychological Measurement**, Vol.66, 4 (2006): 701-716.

²⁹Integro Leadership Institute (2010) cited by Wasita Boonsatorn, "Create Passion for Thailand toward Creative Economy", **NIDA Economic Review Journal**, Vol.7, Iss:1 (2013): 329.

organizations have more people who have commitment, dedication and passion to work, the more competitive advantages of the organization are.

Self-evaluation indicates that the employees regularly search themselves for the improvement points, accept other's recommendations and feedback without any dispute, always monitor other's work performance for their improvement and accomplishment as the performance review. The results of the study are in congruence with the findings of some of the previous studies of IES³⁰ that engaged employees work actively to make things better. Self-evaluation³¹ can be described and classified by Wanida Pholdej for three groups; Self-esteem, Self-efficacy, Locus of Control. The people who has high self-esteem will be less effect from others and use the cause and effect. The people who has self-efficacy will be capable to drive the work successfully, no matter which situation it is. The people who has locus of control will have the self-control whatever happened in the life. If he or she has high locus of control, he or she evaluates with higher positive side.

Self-development indicates that the employees continue to learn more on new things, new jobs, seek new knowledge and challenged jobs for more skills, always develop themselves. The results of the study are in congruence with the findings of some of the previous studies of Alan M. Saks³² that the engaged employees normally recognize the importance of their growth and development. While IES³³ said that the engaged employee always keeps up-to-date with developments in his/her field. Most importantly, in terms of Buddhist perspective,

³⁰IES (2003) cited in Dilys Robinson, Sarah Perryman & Sue Hayday, The Drivers of Employee Engagement, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): 6.

³¹Wanida Poldej, **Organization Behavior and Strategic Human Resource Management**, (Bangkok: Happy Print, 2017), p.32.

³²Alan M. Saks, "Antecedents and consequences of employee engagement", **Journal of Managerial Psychology**, Vol.21. Iss:7, (2006): 600-619.

³³IES (2003) cited in Dilys Robinson, Sarah Perryman & Sue Hayday, The Drivers of Employee Engagement, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): 6.

there are four developments, physical development, moral or social development, emotional development and cognitive or wisdom development³⁴.

In conclusion, the sustainable employee engagement can be congruence with IES³⁵ described that engaged employee who looks for, and is given, opportunities to improve organizational performance, positive about the job and the organization, believes in the organization, works actively to make things better, can be relied upon, and goes beyond the requirements of the job, keeps up-to-date with developments in his/her field. While Schaufeli & Bakker³⁶ claimed that vigor, a willingness to work, a readiness to devote efforts in work, an attempt to keep energetic at work and a tendency to keep trying in facing difficulty or failure; dedication a feeling of meaningfulness, inspiration, and pride and the sacrifice of energy, thoughts, and the time to reach success in achieving the goal; absorption, becoming totally immersed in the work, having a full concentration and a deep interest in work, feeling the time passed quickly and is difficult to break away from work. In addition to Robinson et.al.³⁷ identified the engaged employees have the belief in the organization, desire to work to make things better, understanding of the business context, being respectful of and helpful to colleagues, willingness to go the extra mile and keeping developments of themselves.

This research needs to develop the employees' intellectual or cognitive for sustainability. The Buddhist principle integration with psychological personality traits can lead to the sustainable employee engagement without the leadership traits

³⁴Phra Brahmaganabhorn (P. A. Payutto), **Introduction to Buddhism: Good Life , Good Social, Nice Natural**, (Bangkok: Pim Sua Co.,Ltd., 2016), p. Appendix.

³⁵IES (2003) cited in Dilys Robinson, Sarah Perryman & Sue Hayday, The Drivers of Employee Engagement, **Institute for Employment Studies**, British Cataloguing-in-Publication Data, (2004): 6.

³⁶Schaufeli, W.B., & Bakker, A.B., "A Measurement of Work Engagement With a Short Questionnaire, A Cross-National Study", **Educational and Psychological Measurement**, Vol.66, 4, (2006): 701-716.

³⁷Robinson et.al. (2004) cited in Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane and Katie Truss, Employee Engagement: A Literature Review, Kingston University, **Working Paper**, Series No 19 (2008): 16.

involved. Phra Brahmagunabhorn (P.A. Payutto) said one concept that to develop human ability is to make a difference becomes a complementary and fulfill to each other, completion and balanced³⁸.

In sum, it can be concluded that the sustainable employee engagement can be predicated by individual differences of Buddhist Psychological Traits of employees. Because individual with Conscientiousness, Optimistic, Recognition of Differences (adaptability) and Friendliness with Good Heart, Good Speech, Good Sociable and Good Consistency Behaviors are predisposed to be sustainable engaged employee. These traits are currently represented to the current working environment in Thailand context. The employees themselves do not rely on the leader if they can work by themselves. They might need the leader to consult, advise and coach them but after that they can develop their working performance.

Moreover, this research is the pioneer to study this unique combination of variables of Buddhist principle as fundamental traits and personality traits of employees and sustainable employee engagement by using Dhamma principle to be indicators. The researcher investigated the relationship of the integrated Buddhist principle with Personality Traits to be Buddhist Psychological Traits and sustainable employee engagement to explore the innovative in academic and practitioner world. Generally, human development is crucial, particularly inner development³⁹. Therefore, the organization should develop them from inside or inner mind rather than external factors.

5.3 Suggestions

5.3.1 Implications

³⁸Phra Brahmagunabhorn (P.A. Payutto), **Sustainable Development**, (Bangkok: Komol Keemthong Prining, 2013), p.155.

³⁹Phra Brahmagunabhorn (P. A. Payutto), **Buddhism & The Business World: The Buddhist Way to deal with business**, 3rd Edition, (Bangkok: Chandrapen Publishing House, 2010), p.10.

This research contributes to the managerial level, operational level and even the staff level. There are many implications that can be useful and benefits in the organization.

1) In terms of Human Resource Development (HRD) and Organization Development (OD) practitioners, this research finding can be useful for human resource management. HR can apply as a guideline of selection, training, personal development⁴⁰, career development in the organization. The relationship between Buddhist Psychological Traits and sustainable employee engagement, practitioners should be able to help and facilitate the employees in becoming engaged and in maintaining the engaged status.

2) Moreover, HRD can support the resources to the employees for their working's life and their development. If focusing on the driver to build employee engagement, HR knows the tools how to cultivate the engaged employees for better performance of their individual, team and organizational. AON stated that even a little bit increases of global trend of employee engagement, the current suggests that now the employees are ready to bring their whole self-work⁴¹.

3) The organization can draw the sustainable employee engagement to establish mid-term and long-term strategies to achieve high levels of performance in the workplace. The organization could have a sustainable and fundamental power as a competitive advantage through their engaged workforce.

4) Due to the millennium era, the new generation of employees have the different personality traits from the previous generations, and sometimes they are difficult to manage this group of people, therefore it is a necessary and is a role of leader or manager must manage the followers by identifying their strengths and weaknesses and also must know that their followers need the space to show their capabilities. The line manager is instrumental in such aspects as delivering

⁴⁰Nipaporn Puangmee, Big Five Factor, Perceived Organizational Culture of Nurse in the University Hospital, **Master of Arts, Industrial and Organizational Psychology**, (Faculty of Liberal Arts, Thammasat University, 2011), p. Abstract.

⁴¹AON, 2018 Trends in Global Employee Engagement: Global Employee Engagement Rebounds to Match Its All-Time High, **AON Report**, 2018, p.7.

performance appraisals, smoothing the path to training, communicating and demonstrating equality of opportunity.

5) The employees can strengthen their behavior whether they are in any position level including they can apply to use in the daily working life to get the individual outcome.

5.3.2 Future Studies

According to the research findings of AON, current study of employee engagement in APAC (Asia-Pacific) Region in year 2017, most of the countries increase of engagement level while there are only three countries that lower engagement level which are Thailand, Australia and South Korea, each country declined by single point⁴². The trend in engagement is discussed and emphasized more on its sustainability rather than employee engagement. While, Thailand has been engaging to 4IR – 4.0 Industry Revolution that the government and private sector also emphasize on cyber-connectivity which in the future the reduction of manpower in the organizations while development of human resources is more necessary. Therefore, the sustainable employee engagement is the one important area needed to be investigated in the future.

1) The results of this study found that Friendliness is one variable that can enhance the sustainable employee engagement. This variable can be further studied.

2) This research study emphasized on the organization in the context of the private firms, therefore, the findings of this study may not be generalized to other organizations. The future research area can cover in different organizations and groups such as small enterprise which lower than 200 people in organization, the government or state enterprise sectors which might have the different characteristics under the cultural differences including ASEAN cultural differences.

3) In this research findings, Kalyāṇamitta is not mediator if the employees have their own set of Buddhist Psychological Traits under this group of samples. It might influence if future research can be investigated with another group of samples with the different climate or environment.

⁴²AON, 2018 Trends in Global Employee Engagement: Global Employee Engagement Rebounds to Match Its All-Time High, **AON Report**, (2018): 8

4) Moreover, the job group makes a big difference to engagement levels such as nurses, technician, teleworker, security guards. Certain traits might match with particular occupations, or therefore, the future study of different occupation might be studied.

5) There are other Buddhist principles that might also important and can be used and applied with the employees for enhancing or building sustainable employee engagement such as Sappurisdhamma⁴³ Dhamma principle for the qualities of good man, Carita 6⁴⁴ Dhamma principle that the instinct nature of a person. In terms of leader traits, there are Buddhist principles such as Brahmavihāra Four⁴⁵, the sublime states of mind. However, these Buddhist principles can be substituted and applied for both leaders and employees.

⁴³D.III.252,283; A.IV.113. cited in Somdet Phra Buddhaghosacharya (P.A.Payutto), **Dictionary of Buddhism**: Pramuantham Version, 38th Edition, (Bangkok: Palitham Printing, 2016), p.210-211.

⁴⁴Nd'359, 453; Nd'138; Vism.101. Ibid.p.189-190.

⁴⁵AIII.226; Dhs.262; Vism.320. Ibid.p.124-127.

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APPENDIX I

1. Lists of Key Informants for In-depth Interview
2. Letter of Requesting for In-depth Interview
3. Sample Pictures of In-depth Interview
4. Guideline Questions / Script for In-depth Interview

Lists of Key Informants for In-depth Interview

No.	Key Informant Name	Code of Interview and Date
1	Phraratchakijjaporn (Therd Yannawachiro) Assistant Abbot, Wat Saket Ratcha Wora Maha Wihan, Bangkok	Key Informant, A1, 23 July 2017
2	Phramaha Hansa Dhammahas, Assoc. Prof., Dr. Director of International Buddhist Studies College, Mahachulalongkornrajavidyalaya University	Key Informant, A2, 30 July 2017
3	Phramongkoltheeragun (Insorn Duangkid), Dr. Assistant Abbot of Wat Nyanavesakavan, Nakornprathom	Key Informant, A3, 5 August 2017
4	Phrarajmethee (Vicha Pattamalee), Dr. Assistant Abbot of Wat Traimitr Withayaram, Bangkok	Key Informant, A4, 27 July 2017
5	Phramaha Wutthichai Wachiramethee Raicherntawan, Director of Vimuttayalaya Institute	Key Informant, A5, 15 October 2017
6	Prof. Dr. Chuchai Smithikrai Lecturer, Department of Psychology, Faculty of Humanities, Chiang Mai University	Key Informant, B1, 11 July 2017
7	Dr. Chaiyasit Thongborisut Lecturer, King Mongkut's Institute of Technology Ladkrabang, Faculty of Industrial Education and Technology	Key Informant, B2, 28 August 2017
8	Dr. Thammathita Yucharoen Lecturer, Faculty of Psychology, Kasem Bundit University	Key Informant, B3, 30 August 2017

No.	Key Informant Name	Code of Interview and Date
9	Dr. Wanida Phondej Lecturer, Human Resource Management and Organization Behavior, College of Graduate Study in Management, Khon Kaen University	Key Informant, B4, 9 August 2017
10	Asst. Prof., Dr. Alisa Sumrung Lecturer and Head of Psychology Department, Faculty of Education, Ramkhamheang University	Key Informant, B5, 20 September 2017
11	Mr. Prapas Kaewpongpan Human Resource Manager – SCG	Key Informant, C1, 8 August 2017
12	Ms. Kantima Lerlertyuttitham Chief Human Resources Officer, Advanced Info Service Plc (AIS)	Key Informant, C2, 23 August 2017
13	Ms. Sarunya Tienthavorn Chief Human Resources Officer, American International Assurance (AIA)	Key Informant, C3, 8 September 2017
14	Ms. Pakjira Likitchaikul Human Resources Director, Asian Seafoods Coldstorage Plc.	Key Informant, C4, 22 September 2017
15	Mr. Cherdphan Chotikhun Vice President Personnel Development & Training Department (D9), Thai Airways International Plc.	Key Informant, C5, 11 October 2017

Ref: Sor Thor 6104.4/112



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22 July 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : The Venerable Phraratchakijjaporn (Therd Yannawachiro)

Assistant Abbot

Wat Saket Ratcha Wora Maha Wihan

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that you are the expert and competence in this field, the department would like our student to interview you. Your insight view and sharing a useful information are highly appreciated and can be an academic benefit. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikruedong)

Director of Buddhist Psychology Department

Faculty of Humanities

อธิการบดีมหาวิทยาลัย
15 ธันวาคม 2560
รองอธิการบดี
คณบดีคณะมนุษยศาสตร์
คณบดีบัณฑิตวิทยาลัย
๒๓ ธันวาคม ๒๕๖๐



Memorandum

Section : Buddhist Psychology Department

Tel / Fax : 035-248-000 (Ext. 8208)

Ref : Sor Thor 6104.4/112

Date : 24 June 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : The Venerable Phramaha Hansa Dhammahaso, Assoc.Prof., Dr.

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

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Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

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www.mcu.ac.th

26 July 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : The Venerable Phramongkoltheeragun (Insorn Duangkid), Dr.
Assistant Abbot
Wat Nyanavesakavan, Nakornprathom

Miss Bundhita Thiratsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

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Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department
Faculty of Humanities

โดย ศาสตราจารย์ ดร. สิริวัฒน์ ศรีครูแดง
เมื่อวันที่ 5 สิงหาคม 2560
นางสาวบงกช ธีระศักดิ์

Ref: Sor Thor 6104.4/112



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www.mcu.ac.th

26 July 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : The Venerable Phrarajmethee (Vicha Pattamalee), Dr.

Assistant Abbot

Wat Traimitr Withayaram, Bangkok

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

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Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

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Ref: Sor Thor 6104.4/112



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www.mcu.ac.th

24 June 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : The Venerable Phramaha Wutthichai Wachiramethee

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

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Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department
Faculty of Humanities

Ref: Sor Thor 6104.4/112



มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย

๗๙ หมู่ ๑ ตำบลลำไทร อำเภอลำไทร

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24 June 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : **Prof. Dr. Chuchai Smithikrai**

Lecturer, Department of Psychology,

Faculty of Humanities, Chiang Mai University

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that you are the expert in Industrial and Organizational Psychology and Organizational Development, the department would like our student to interview you who has the talented expertise and competence in those field. Your insight view and sharing a useful information are highly appreciated and be an academic benefit. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

Thank you very much in advance for your kind consideration on this matter.

Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrudong)

Director of Buddhist Psychology Department

Faculty of Humanities

คุณปัทมทิพย์ ไทมาลีสมภพศิลป์ เมื่อวันที่ 11 ก.ค. 60
ณ คณะมนุษยศาสตร์ มหาวิทยาลัยเชียงใหม่

อ. สมทิพย์
(อธิการบดี)
11 ก.ค. 60

Ref: Sor Thor 6104.4/112



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22 July 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : **Dr. Chaiyasit Thongborisut**

Lecturer, Faculty of Industrial Education and Technology
King Mongkut's Institute of Technology Ladkrabang

Miss Bundhita Thiratsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that you are the expert in Industrial and Organizational Psychology and Organizational Development, the department would like our student to interview you who has the talented expertise and competence in those field. Your insight view and sharing a useful information are highly appreciated and be an academic benefit. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

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Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department
Faculty of Humanities

ศาสตราจารย์ ดร.ศิริวัฒน์ ศรีบุญเรือง
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ศาสตราจารย์ ดร.ศิริวัฒน์ ศรีบุญเรือง

๒๒ ก.ค. ๒๕๖๐

Ref: Sor Thor 6104.4/280



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19 August 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : **Dr.Thammathita Yucharoen**
Lecturer, Faculty of Psychology
Kasem Bundit University

Miss Bundhita Thiratsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

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(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department
Faculty of Humanities

(อาจารย์ ดร.ธัมมทิศา ชูเจริญ)

อาจารย์ประจำคณะจิตวิทยา

ผู้ให้ข้อมูลส่วนตัว

Ref: Sor Thor 6104.4/112



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22 July 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : **Dr. Wanida Phondej**

Lecturer, Human Resource Management and Organization Behavior
College of Graduate Study in Management
Khon Kaen University

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

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(Asst. Prof. Dr. Siriwat Srikrudong)

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19 August 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : **Asst. Prof. Dr. Alisa Sumrung**

Expert in Industrial and Organization Psychology, Organizational
Development, Head of Psychology Department,
Faculty of Education, Ramkhamheang University

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

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Director of Buddhist Psychology Department

Faculty of Humanities

ขอ: ได้รบกวนเพื่อสัมภาษณ์และเก็บข้อมูลเพื่อการศึกษา

(ผศ.ดร.ศิริ สิริสง)

Ref: Sor Thor 6104.4/112



มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย
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โทรศัพท์ ๐ ๓๕๒๔ ๘๐๐๐-๕ โทรสาร ๐ ๓๕๒๔ ๘๐๓๔
www.mcu.ac.th

26 July 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : Mr.Prapas Kaewpongphan

HR Business Partner Manager – Operations - Cement

The Siam Cement Public Company Limited (SCG)

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that Siam Cement Public Company Limited has a management direction of employee engagement, therefore, the department would like our student to interview you who has the talented expertise and competence in human resources field. Your insight view and sharing a useful information are highly appreciated. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

Thank you very much in advance for your kind consideration on this matter.

เรียน คอ. นส.สุวิทย์ บุณยศิริ
ขอเรียนขอเรียนขอเรียน 8-8-60
เพื่อขอเรียนขอเรียน

Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

Vs.MX-8-8-60

Ref: Sor Thor 6104.4/112



มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย
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www.mcu.ac.th

22 July 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : Senior Assistant Managing Director,
Public Relations Section
Advanced Info Service Plc (AIS)

Miss Bundhita Thiratsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that Advanced Info Service Plc. has a management direction of employee engagement, therefore, the department would like our student to interview Ms.Kantima Lerlertyutthitham – Group Chief Human Resources Officer who has the talented expertise and competence in human resources field. Your insight view and sharing a useful information are highly appreciated and be an academic benefit. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

Thank you very much in advance for your kind consideration on this matter.

Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department
Faculty of Humanities

กานทิมา เลอเลิศบุญธรรม

Ref: Sor Thor 6104.4/280



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www.mcu.ac.th

22 August 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : Ms.Sarunya Tienthavorn

Chief Human Resources Officer

American International Assurance (AIA)

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that American International Assurance (AIA) has a management direction of employee engagement, therefore, the department would like our student to interview you who has the talented expertise and competence in human resources field. Your insight view and sharing a useful information are highly appreciated and be an academic benefit. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

Thank you very much in advance for your kind consideration on this matter.

Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

ได้เข้ามาสัมภาษณ์แล้ว

ดร.ศิริวัฒน์

8 ก.ย. 2560

Ref: Sor Thor 6104.4/112



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23 September 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : **Mrs.Pakjira Likitchaikul**

Human Resources Executive Management & Consultant
Asian Seafoods Coldstorage Plc.

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that Asian Seafoods Coldstorage Plc. has a management direction of employee engagement, therefore, the department would like our student to interview you who has the talented expertise and competence in human resources field. Your insight view and sharing a useful information are highly appreciated and be an academic benefit. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

Thank you very much in advance for your kind consideration on this matter.

Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

ขอรับรองว่า คุณ ปักจิตา ลิเกติกุล
ได้ทำวิทยานิพนธ์เรื่องนี้ ณ วันที่ ๒๕ ๒๕๖๐

ศาสตราจารย์
ศิริวัฒน์

Ref: Sor Thor 6104.4/280



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www.mcu.ac.th

26 August 2017

Subject : Request for an In-depth Interview and Information for Research

Attention : Mr.Cherdphan Chotikhun

Vice President Personnel Development & Training Department (D9)

Thai Airways International Plc.

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, Buddhist Psychology Department considers that Thai Airways International Plc. has a management direction of employee engagement, therefore, the department would like our student to interview you who has the talented expertise and competence in human resources field. Your insight view and sharing a useful information are highly appreciated and be an academic benefit. The department would be grateful if you allow the student to meet and conduct the interview on your convenient date and time.

Thank you very much in advance for your kind consideration on this matter.

Yours sincerely,

15/5/2561 นส
นพ.ศิริวัฒน์

(Asst. Prof. Dr. Siritwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

15/5/2561 นส
นพ.ศิริวัฒน์

Sample Pictures of In-depth Interview

Group 1: Venerable Monks



Group 1: Venerable Monks

Group 1: Venerable Monks

Group 2: Academic Expert

Group 2: Academic Expert

Group 3: Executive Management in Human Resources

Group 3: Executive Management in Human Resources

Group 3: Executive Management in Human Resources

Group 3: Executive Management in Human Resources

Guideline Question / Script for In-depth Interview

Key Informants' Opinions on Development of a Casual Model for Sustainable Employee Engagement with Buddhist Psychological Traits

Explanation: Objectives of these questions/script are for collection of the data from key informants who is experts in field of Buddhism, industrial and organizational psychology or human resource management or development. The researcher collects the data for constructing the research conceptual framework, the topic of **Development of a Casual Model for Sustainable Employee Engagement with Buddhist Psychological Traits**. This is a part of study Doctor of Philosophy in Buddhist Psychology, Buddhist Psychology Department, Humanities Faculty, Mahachulalongkornrajavidyalaya University. The questions separate to two parts, consisting of

Part One : The questions of overview of research for Development of a Casual Model for Sustainable Employee Engagement with Buddhist Psychological Trait consists of four questions.

Part Two : The questions related to the research variables consists of Buddhist traits of employee, the personality traits of employee, Buddhist traits of leaders and characteristic of sustainable employee engagement, there are five questions.

Part One : Overview questions related to research

Question One: In your opinion, what is the personality of the staff that impresses others?

Question Two: In your opinion, what is / are characteristics of “the Sustainable Employee Engagement”?

Question Three: In your opinion, are the learning of personality traits or individual differences in the organization important to sustainable employee engagement? How?

Question Four: In your opinion, are the leader personality traits important? How?

Part Two : The questions related to the research variables consists of Buddhist principle as being traits of employees, the personality traits of employees, Buddhist principle as a traits of leaders and characteristic of sustainable employee engagement, there are 5 questions.

Question One: In your opinion, what should be the kinds/types of personality traits of employee for building sustainable employee engagement?

Question Two: In your opinion, what is / are Buddhist terminology that employee can apply for building sustainable employee engagement?

Question Three: In your opinion, what should be the kinds/types of personality traits of leader for building sustainable employee engagement?

Question Four: In your opinion, what is/are Buddhist terminology that leader can apply for building sustainable employee engagement?

Question Five: In your opinion, what is/are characteristic of sustainable employee engagement? (Emphasis on Employee)

APPENDIX II

1. Lists of Experts for IOC
2. Letter of Requesting for IOC Assessment
3. IOC Scoring Results
4. Proved Questionnaires

Lists of Experts for IOC

The lists of expert who validated the research instruments – quationnaires used for the quantitative research.

No.	Name of Experts	Qualifications
1	Assistant Professor Dr.Prayoon Suyajai	Lecturer of Buddhist Psychology, Faculty of Humanities Mahachulalongkornrajavidyalaya University
2	Assistant Professor Dr.Sompoch Srivichitvorakul	Lecturer of Buddhist Psychology, Faculty of Humanities Mahachulalongkornrajavidyalaya University
3	Assistant Professor Dr.Methaphan Phothitheerarot	Lecturer, Faculty of Humanities Mahachulalongkornrajavidyalaya University
4	Gpt.Dr. Napat Gaewnak	Lecturer, Directorate of Education and Training, Royal Thai Air Force, Guest Lecturer, Buddhist Psychology, Faculty of Humanities Mahachulalongkornrajavidyalaya University
5	Dr.Thammathita Yucharoen	Lecturer of Psychology, Faculty of Psychology, Kasem Bundht University



Memorandum

Section : Buddhist Psychology Department

Tel / Fax : 035-248-000 (Ext. 8208)

Ref : Sor Thor 6104.4/112

Date : 16 November 2017

Subject : Request for IOC Assessment

Attention : Asst.Prof.Dr. Prayoon Suyajai

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, the student does the research instrument to collect the data by using questionnaires which was pre-approved by dissertation supervisors. In order to make the research instrument covering all contents related to the research, Buddhist Psychology Department would be grateful to invite you be the expert to assess this instrument. Your assessment and validation of this research questionnaire are highly appreciated.

Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

ศาสตราจารย์
ดร.
(อ.ดร.ศิริวัฒน์ ศรีครูแดง)
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Memorandum

Section : Buddhist Psychology Department

Tel / Fax : 035-248-000 (Ext. 8208)

Ref : Sor Thor 6104.4/112

Date : 16 November 2017

Subject : Request for IOC Assessment

Attention : Asst.Prof.Dr. Sompoch Srivichitvorakul

Miss Bundhita Thiratsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, the student does the research instrument to collect the data by using questionnaires which was pre-approved by dissertation supervisors. In order to make the research instrument covering all contents related to the research, Buddhist Psychology Department would be grateful to invite you be the expert to assess this instrument. Your assessment and validation of this research questionnaire are highly appreciated.

Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

(Asst. Prof. Dr. Sompoch Srivichitvorakul)



Memorandum

Section : Buddhist Psychology Department

Tel / Fax : 035-248-000 (Ext. 8208)

Ref : Sor Thor 6104.4/112

Date : 16 November 2017

Subject : Request for IOC Assessment

Attention : Asst.Prof.Dr.Methaphan Phothitheerarat

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, the student does the research instrument to collect the data by using questionnaires which was pre-approved by dissertation supervisors. In order to make the research instrument covering all contents related to the research, Buddhist Psychology Department would be grateful to invite you be the expert to assess this instrument. Your assessment and validation of this research questionnaire are highly appreciated.

Thank you very much in advance for your kind consideration on this matter.

With great honor and respect,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department
Faculty of Humanities

ขอแสดงความยินดี
กับคุณ Bundhita Thiratitsakun
ที่สำเร็จวิทยานิพนธ์
ขอแสดงความยินดี
กับคุณ Bundhita Thiratitsakun
ที่สำเร็จวิทยานิพนธ์

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Ref: Sor Thor 6104.4/317



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www.mcu.ac.th

16 November 2017

Subject : Request for IOC Assessment

Attention : Gpt.Dr. Napat Gaewnak

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, the student does the research instrument to collect the data by using questionnaires which was pre-approved by dissertation supervisors. In order to make the research instrument covering all contents related to the research, Buddhist Psychology Department would be grateful to invite you be the expert to assess this instrument. Your assessment and validation of this research questionnaire are highly appreciated.

Thank you very much in advance for your kind consideration on this matter.

Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department

Faculty of Humanities

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Ref: Sor Thor 6104.4/317



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www.mcu.ac.th

16 November 2017

Subject : Request for IOC Assessment

Attention : **Dr.Thammathita Yucharoen**
Lecturer, Faculty of Psychology
Kasem Bundit University

Miss Bundhita Thiratitsakun is PhD. Candidate of Buddhist Psychology Department, Faculty of Humanities, Doctor of Philosophy of Buddhism, Mahachulalongkornrajavidyalaya University. She is proceeding her dissertation with the approved title of Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits.

In this research study, the student does the research instrument to collect the data by using questionnaires which was pre-approved by dissertation supervisors. In order to make the research instrument covering all contents related to the research, Buddhist Psychology Department would be grateful to invite you be the expert to assess this instrument. Your assessment and validation of this research questionnaire are highly appreciated.

Thank you very much in advance for your kind consideration on this matter.

Yours sincerely,

(Asst. Prof. Dr. Siriwat Srikrueadong)

Director of Buddhist Psychology Department
Faculty of Humanities

๗ ธ.ค. ๒๕๖๐

Research Questionnaire**Subject****Development of a Causal Model for Sustainable Employee Engagement
with Buddhist Psychological Traits**

Dear Honorable Expert,

I am Bundhita Thiratitsakun, a PhD. Candidate of Buddhist Psychology, Faculty of Humanities, Mahachulalongkornrajavidyalaya University, is doing research subject "Development of a Casual Model for Sustainable Employee Engagement with Buddhist Psychological Traits" which is the mixed research method. The advisors of this dissertation are Phramaha Phuen Kitisophano, Asso. Prof. Dr., and Dr.Lampong Klomkul.

This questionnaire, the researcher may ask your kindness to validate the reliability of quesions, there are consisted of 5 parts.

Part 1 : Personal Information, 7 questions

Part 2 : Buddhist traits, 24 questions

Part 3 : Personality traits, 28 questions

Part 4 : Kalyanamitta traits of leader, 36 questions

Part 5 : Sustainable Employee Engagement, 28 questions

Thank you for your kindness and giving the opinions.

Your sincerely,
Bundhita Thiratitsakun
Ph.D. Candidate, Buddhist Psychology
Faculty of Humanities
Mahachulalongkornrajavidyalaya University

Explanation

Subject

Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits

Part 1 is personal information

Part 2 - 5 is the Buddhist Traits, Personality Traits, Kalyānamitta Traits of Leader and Sustainable Employee Engagement.

Questionnaire Part 2 - 5 is the questions on Likert Scale (Rating Scale) that have 5 levels as below :

Score 5 represents Strongly Agree

Score 4 represents Agree

Score 3 represents Moderately Agree

Score 2 represents Disagree

Score 1 represents Strongly Disagree

Please experts ✓ in the appropriate column as your opinion that consistent with the questions.

May the experts mark ✓ *in the appropriate score that related to IOC* according to your opinion in each question. The criteria to consider is below:

+1 represents you are agree with the question and definition of research

0 represents you are not sure with the question and definition of research

-1 represents you disagree with the question and definition of research

The researcher also attached the definitions of term to be used in this research.

Questionnaire
Development of a Causal Model for Sustainable Employee Engagement with Buddhist
Psychological Traits

Part 1 : Personal Information

Explanation : Please mark ☒ in the appropriate column

ข้อ	คำถาม	Experts					Total Score	IOC Score
		1	2	3	4	5		
1	Gender 1 <input type="checkbox"/> Male 2 <input type="checkbox"/> Female	1	1	1	1	1	5	1
2	Age 1 <input type="checkbox"/> Below 25 years 2 <input type="checkbox"/> 25 - 45 years 3 <input type="checkbox"/> More than 45 year	1	1	1	1	1	5	1
3	Educational Level 1 <input type="checkbox"/> Below Bachelor Deg 2 <input type="checkbox"/> Bachelor Degree 3 <input type="checkbox"/> Master Degree 4 <input type="checkbox"/> Doctorial Degree 5 <input type="checkbox"/> Other, please specify	1	1	1	1	1	5	1
4	Status 1 <input type="checkbox"/> Single 2 <input type="checkbox"/> Married 3 <input type="checkbox"/> Divorce	1	1	1	1	1	5	1
5	Working Experience 1 <input type="checkbox"/> 5 years and below 2 <input type="checkbox"/> 6 - 10 years 3 <input type="checkbox"/> 11 - 15 years 4 <input type="checkbox"/> 16 - 20 years 5 <input type="checkbox"/> 21 - 25 years 6 <input type="checkbox"/> 26 - 30 years 7 <input type="checkbox"/> More than 30 years	0	1	1	1	1	4	0.8
6	Working Period with Current Organization 1 <input type="checkbox"/> 5 years and below 2 <input type="checkbox"/> 6 - 10 years 3 <input type="checkbox"/> 11 - 15 years 4 <input type="checkbox"/> 16 - 20 years 5 <input type="checkbox"/> 21 - 25 years 6 <input type="checkbox"/> 26 - 30 years 7 <input type="checkbox"/> More than 30 years	0	1	1	1	1	4	0.8
7	Working Level in Organization 1 <input type="checkbox"/> Staff Level 2 <input type="checkbox"/> Supervisor Level 3 <input type="checkbox"/> Manager Level 4 <input type="checkbox"/> Management Level	1	1	1	1	1	5	1

Part 2 : Buddhist Traits of Employee (Traits of Winning Personal Heart)

Composition of 4 Elements

1) Good Heart

3) Good Society

2) Good Speech

4) Good Equality Behavior

		Experts					Score	IOC total score
Items	Contents	1	2	3	4	5		
1) Buddhist Traits of Employee								
1	Good Heart							
1.1	You are welcome to teach your colleagues.	1	1	1	1	1	5	1
1.2	You always help what you can do in your organization.	1	1	1	1	1	5	1
1.3	You are the self-sacrifice for the common good.	1	1	1	1	1	5	1
1.4	You always encourage your colleagues when they do not accomplishment	1	1	1	1	1	5	1
1.5	You do not like to give any advice.	1	1	1	1	0	4	0.8
1.6	You are welcome to join with your organization's activities.	1	1	1	1	1	5	1
2	Good Speech							
2.1	You always say good sides about the organization.	1	1	1	1	1	5	1
2.2	You like to say thank you to colleagues.	1	1	1	1	0	4	0.8
2.3	You never compliment when your colleagues succeed.	1	1	1	1	0	4	0.8
2.4	You use inappropriate words when you are dissatisfied.	1	1	1	1	0	4	0.8
2.5	You will use good words to your colleagues.	1	1	1	1	0	4	0.8
2.6	You will not say bad words to others in the organization.	1	1	1	1	1	5	1
3	Good Sociable							
3.1	You are always willing to assist your organization's activities.	1	1	1	1	1	5	1
3.2	You give a good cooperation with supervisors and colleagues.	1	1	0	1	1	4	0.8
3.3	You understand your colleagues' feeling.	1	1	1	1	1	5	1
3.4	When a colleague get in trouble situation, you always keep silent.	1	1	1	1	1	5	1
3.5	You do not need help from a colleague.	1	1	1	1	-1	3	0.6

Items	Contents	Experts					Score	IOC total score
		1	2	3	4	5		
3.6	You are patience to work with others.	1	1	1	1	1	5	1
4	Good Consistency Behavior							
4.1	You always behave in a consistent manner.							
		1	1	1	1	1	5	1
4.2	You often go to work not on time.	1	1	1	1	0	4	0.8
4.3	You behave as a good example to colleagues in the organization.	1	1	1	1	1	5	1
4.4	You behave in the right place with the position and the duties you perform.	1	1	1	1	1	5	1
4.5	You are accepted into a group of colleagues.	1	1	1	1	0	4	0.8
4.6	You do not like to get the advise from your colleagues.	1	1	1	1	1	5	1

Part 3 : Personality Traits of Employee (Traits of Holding Other Hearts)

Compositions of 4 Elements

1) Conscientiousness

2) Optimistic

3) Recognition of Difference

4) Friendliness

Items	Contents	Experts					Score	IOC total score
		1	2	3	4	5		
1	Conscientiousness							
1.1	You can accomplish everything as planned.	1	1	1	1	1	5	1
1.2	You often ignore the work done.	1	1	1	1	1	5	1
1.3	You do not dare to talk about the organization you work for.	1	1	1	1	-1	3	0.6
1.4	You have the power and motivation to succeed.	1	1	1	1	1	5	1
1.5	You are proud to work in this organization.	1	1	1	1	1	5	1
1.6	You are unhappy with your current job.	1	1	1	1	-1	3	0.6
1.7	You intend to perform the task assigned to the best.	1	1	1	1	1	5	1
2	Optimistic							
2.1	You always say positive to your organization and your work.	1	1	0	1	0	3	0.6
2.2	You are pleased with the success of the organization.	1	1	1	1	0	4	0.8
2.3	You do not like the job you do today.	1	1	1	1	1	5	1
2.4	You are satisfied with your organization.	1	1	1	1	0	4	0.8
2.5	You feel that the objectives of your department is not consistent with your ideas.	1	1	1	1	-1	3	0.6
2.6	You are proud to work with the organization you work with.	1	1	1	1	1	5	1
2.7	You often clarify what is good when others refer to a negative organization.	1	1	1	1	1	5	1
3	Recognition of Difference							
3.1	You are welcome to hear and accept the good comments of colleagues.	1	1	1	1	1	5	1
3.2	Learning new things is hard for you.	1	1	1	1	1	5	1
3.3	You open the mind to accept the unexpected situation as well.	1	1	1	1	1	5	1

Items	Contents	Experts					Score	IOC total score
		1	2	3	4	5		
3.4	you feel that receiving the recommendation from others is not obvious.	1	1	1	1	-1	3	0.6
3.5	You are ready to do what you have never done before.	1	1	1	1	1	5	1
3.6	You often refuse advice from your colleagues.	1	1	1	1	-1	3	0.6
3.7	You will always appreciate the advice of colleagues who tell you.	1	1	1	1	-1	3	0.6
4	Friendliness							
4.1	You will be glad to help your colleagues.	1	1	1	1	1	5	1
4.2	You feel that you do not get involve to others' work.	1	1	1	1	1	5	1
4.3	You agree to work for your colleagues when your work is done.	1	1	1	1	1	5	1
4.4	You like to reward your colleagues with the word thanks.	1	1	1	1	1	5	1
4.5	You always show caring to your colleagues.	1	1	1	1	1	5	1
4.6	You always think that helping other's duty is an interruption.	1	1	1	1	1	5	1
4.7	You are happy when your colleagues are happy.	1	1	1	1	1	5	1

Part 4 : Kalyānamitta Traits of Leaders

Compsitions of 6 Elements

1) Be Lovable

3) Be Admirable

5) Be Good Communicator

2) Be Respectable

4) Be Good Counsellor

6) Be Good Advisor

		Experts					Score	IOC total score
Items	Contents	1	2	3	4	5		
Kalyānamitta Traits of Leader								
1	Be Lovable							
1.1	Being lovable leader, caring for the staff can enhance your level of engagement in organization.	1	1	0	1	1	4	0.8
1.2	Your leader cares the employees.	1	1	1	1	1	5	1
1.3	When you have a serious issue, you can consult with your leader.	1	1	1	1	1	5	1
1.4	Leader do need not take care of their employees frequently.	1	1	1	1	-1	3	0.6
1.5	When you are in trouble, you can rely on your leader.	1	1	1	1	1	5	1
1.6	Your leader gives you the opportunity to express your opinions freely.	1	1	1	1	1	5	1
2	Be Respectable							
2.1	Being respectabe leader can enhance your level of engagement in organization.	1	1	1	1	1	5	1
2.2	Leader do not need to honor all employees.	1	1	1	1	-1	3	0.6
2.3	Your leader behave with consistency behavior.	1	1	1	1	1	5	1
2.4	You bring the good example of your leader to behave.	1	1	1	1	1	5	1
2.5	Good manner of leader is often praised	1	1	1	1	-1	3	0.6
2.6	Your leader is a role model of employee.	1	1	1	1	1	5	1
3	Be Admirable							
3.1	Your leader is a praiseworthy person.	1	1	1	1	1	5	1
3.2	Your leader treats subordinates as equal.	1	1	1	1	1	5	1
3.3	Leader do not need to be patient on everything.	1	1	1	1	1	5	1
3.4	Your leader is sacrifice and dedicate for the benefits of the public.	1	1	1	1	1	5	1
3.5	Your leader has a high tolerance.	1	1	1	1	1	5	1

Items	Contents	Experts					Score	IOC total score
		1	2	3	4	5		
3.6	Creating trust for employees can enhance your level of engagement in organization.	1	1	1	1	0	4	0.8
4	Be Good Counsellor							
4.1	Being a good consultant of your leader can enhance your level of engagement in organization.	1	1	0	1	1	4	0.8
4.2	Your leader is cautious in solving problems.	1	1	1	1	1	5	1
4.3	Opening mind of your leader to listen can make the employee appreciate.	1	1	0	1	0	3	0.6
4.4	Your leader always open mind to listen the problems and receive suggestions of the employee.	1	1	1	1	1	5	1
4.5	Your leader is a mentor to teach you.	1	1	1	1	1	5	1
4.6	Your leader has good intention and sincerity for all employees.	1	1	0	1	1	4	0.8
5	Be Effective Communicator							
5.1	Being a good communicator of your leader can enhance your level of engagement in organization.	1	1	0	1	1	4	0.8
5.2	Leader are not patient to listen with the words that be heard.	1	1	1	1	0	4	0.8
5.3	Leader does not need to use sweet words alwasy.	1	1	1	1	0	4	0.8
5.4	Your leader is a good listener and answer the right thing.	1	1	0	1	1	4	0.8
5.5	You are always encouraged by your leader.	1	1	1	1	1	5	1
5.6	Honorable words from your leader can make you proud to work.	1	1	1	1	0	4	0.8
6	Be Good Advisor							
6.1	Being a good advisor of your leader can enhance your level of engagement in organization.	1	1	0	1	1	4	0.8
6.2	Your leader is a visionary.	1	1	0	1	1	4	0.8
6.3	You can work without your leader's advice.	1	1	1	1	-1	3	0.6
6.4	The leader is very knowledgeable, always not believe on the employees.	1	1	1	1	1	5	1

Items	Contents	Experts					Score	IOC total score
		1	2	3	4	5		
6.5	Leader needs to advise a good things.	1	1	0	1	0	3	0.6
6.6	Your leader leads others to behave in a good way.	1	1	0	1	1	4	0.8

Part 5 : Sustainable Employee Engagement

Composition of 4 Elements :

- 1) Self-passion
- 2) Self-dedication
- 3) Self-evaluation
- 4) Self-development

		Experts					Score	IOC total score
Items	Contents	1	2	3	4	5		
Part 5 : Sustainable Employee Engagement								
1	Self-passion							
1.1	You love the virtual organization, you love the family.	1	1	1	1	1	5	1
1.2	You know that your work is important to the organization.	1	1	1	1	1	5	1
1.3	You are dissatisfied with your work.	1	1	1	1	1	5	1
1.4	You always talk about the organization in a good way.	1	1	0	1	1	4	0.8
1.5	You are proud of the work done.	1	1	1	1	1	5	1
1.6	You feel that you are part of the success of your organization.	1	1	1	1	0	4	0.8
2	Self-dedication							
2.1	You like to work on time.	1	1	1	1	1	5	1
2.2	When you get the assignment. You will be dedicated to doing that fully.	1	1	1	1	1	5	1
2.3	You are tired of getting new assignments.	1	1	1	1	1	5	1
2.4	You are often praised for being successful.	1	1	1	1	1	5	1
2.5	You do not have goals.	1	1	1	1	1	5	1
2.6	You intend to work fully.	1	1	1	1	1	5	1
3	Self-evaluation							
3.1	You will review and correct any defects in your work.	1	1	1	1	1	5	1
3.2	You are ready to accept the advice without dispute.	1	1	1	1	1	5	1
3.3	You like to work the same way.	1	1	1	1	-1	3	0.6
3.4	You are not welcome to receive feedback from colleagues.	1	1	1	1	1	5	1
3.5	You like to note the strengths of others in order to develop yourself.	1	1	0	1	1	4	0.8
3.6	You often ask others to evaluate your work.	1	1	1	1	-1	3	0.6
4	Self-development							

Items	Contents	Experts					Score	IOC total score
		1	2	3	4	5		
4.1	You dislike to learn new things.	1	1	0	1	0	3	0.6
4.2	You will not stop working on your own development.	1	1	1	1	1	5	1
4.3	You think that each piece of work you do. You have more knowledge.	1	1	0	1	1	4	0.8
4.4	You like to work more challenging your skills.	1	1	1	1	1	5	1
4.5	You often seek knowledge to develop the work you do.	1	1	1	1	1	5	1
4.6	You are always eager to learn new things.	1	1	1	1	1	5	1

Research Questionnaire

Subject

**Development of a Causal Model for Sustainable Employee Engagement
with Buddhist Psychological Traits**

Dear Honorable Participant,

I am Bundhita Thiratitsakun, a PhD. Candidate of Buddhist Psychology, Faculty of Humanities, Mahachulalongkornrajavidyalaya University, is doing research subject "Development of a Casual Model for Sustainable Employee Engagement with Buddhist Psychological Traits which is the mixed Methods Research. The advisors of this dissertation are Phramaha Phuen Kitisobhano, Asst. Prof. Dr., and Dr.Lampong Klomkul.

This questionnaire is constructed in order to survey the opinion of employees regarding to the personality traits that related to the sustainable employee engagement and aslo the Kalyanamitta Traits of Leaders whether related and enhanced the sustainable employee engagement according to the current working environment. Then the reseacher will interpret the data by using the advanced statistic. Hereby, the researcher appreciates your kindness giving your responses and opinions. The collected data and analysis will be usful and benefit to academic research. Your answer will be kept as confidential.

The researcher would like to thank you for your kindness to answer this questionnaire.

Your sincerely,

Bundhita Thiratitsakun

Ph.D Candidate, Buddhist Psychology

Faculty of Humanities

Mahachulalongkornrajavidayala University

Explanation

Subject

Development of a Causal Model for Sustainable Employee Engagement with Buddhist Psychological Traits

Questionnaire consists of 5 parts :

- Part 1 : Personal Information
- Part 2 : Buddhist Traits of Employee
- Part 3 : Personality Traits of Employee
- Part 4 : Kalyānamitta Traits of Leader
- Part 5 : Sustainable Employee Engagement

Please mark √ in the appropriate column

Part 1 is the Personal Information

Part 2 - 5 is the questions on Likert Scale (Rating Scale) that have 5 levels as below :

Score 5 represents	Strongly Agree
Score 4 represents	Agree
Score 3 represents	Moderately Agree
Score 2 represents	Disagree
Score 1 represents	Strongly Disagree

Questionnaire
Development of a Causal Model for Sustainable Employee Engagement with Buddhist
Psychological Traits

Part 1 : Personal Information

Explanation : Please mark ☒ in the appropriate column

Item	Questions	
1	Gender 1 <input type="checkbox"/> Male	2 <input type="checkbox"/> Female
2	Age 1 <input type="checkbox"/> Below 25 years 3 <input type="checkbox"/> More than 45 year	2 <input type="checkbox"/> 25 - 45 years
3	Educational Level 1 <input type="checkbox"/> Below Bachelor Degree 2 <input type="checkbox"/> Bachelor Degree 3 <input type="checkbox"/> Master Degree 4 <input type="checkbox"/> Doctorial Degree 5 <input type="checkbox"/> Other, please specify	
4	Status 1 <input type="checkbox"/> Single 2 <input type="checkbox"/> Married 3 <input type="checkbox"/> Divorce	
5	Working Experience 1 <input type="checkbox"/> 5 years and below 2 <input type="checkbox"/> 6 - 10 years 3 <input type="checkbox"/> 11 - 15 years 4 <input type="checkbox"/> 16 - 20 years 5 <input type="checkbox"/> 21 - 25 years 6 <input type="checkbox"/> 26 - 30 years 7 <input type="checkbox"/> More than 30 years	
6	Working Period with Current Organization 1 <input type="checkbox"/> 5 years and below 2 <input type="checkbox"/> 6 - 10 years 3 <input type="checkbox"/> 11 - 15 years 4 <input type="checkbox"/> 16 - 20 years 5 <input type="checkbox"/> 21 - 25 years 6 <input type="checkbox"/> 26 - 30 years 7 <input type="checkbox"/> More than 30 years	
7	Working Level in Organization 1 <input type="checkbox"/> Staff Level 2 <input type="checkbox"/> Supervisor Level 3 <input type="checkbox"/> Manager Level 4 <input type="checkbox"/> Management Level	

Explanation : Please consider below statement and select the most appropriate level by marking ✓

Item	Contents	(5) Strongly Agree	(4) Agree	(3) Moderately Agree	(2) Disagree	(1) Strongly Disagree
Part 2 Buddhist Traits of Employee						
1	Good Heart					
1.1	You are welcome to teach your colleagues.					
1.2	You always help what you can do in your organization.					
1.3	You are the self-sacrifice for the common good.					
1.4	You always encourage your colleagues when they do not accomplishment					
1.5	You do not like to give any advice.					
1.6	You are welcome to join with your organization's activities.					
2	Good Speech					
2.1	You always say good sides about the organization.					
2.2	You like to say thank you to colleagues.					
2.3	You never compliment when your colleagues succeed.					
2.4	You use inappropriate words when you are dissatisfied.					
2.5	You use good words with your colleagues.					
2.6	You will not say bad words to others in the organization.					
3	Good Sociable					
3.1	You are always willing to assist your organization's activities.					
3.2	You give a good cooperation with supervisors and colleagues.					
3.3	You understand your colleagues' feeling.					
3.4	When a colleague gets in trouble situation, you always keep silent.					

Item	Contents	(5) Strongly Agree	(4) Agree	(3) Moderately Agree	(2) Disagree	(1) Strongly Disagree
3.5	You do not need help from a colleague.					
3.6	You are patience to work with others.					
4	Good Consistency Behavior					
4.1	You always behave in a consistent manner.					
4.2	You often go to work not on time.					
4.3	You behave as a good example to colleagues in the organization.					
4.4	You behave in the right place with the position and the duties you perform.					
4.5	You are accepted into a group of colleagues.					
4.6	You do not like to get the advise from your colleagues.					
Part 3 Personality Traits of Employee						
1	Conscientiousness					
1.1	You can accomplish everything as planned.					
1.2	You often ignore the work done.					
1.3	You do not dare to talk about the organization you work for.					
1.4	You have the power and motivation to succeed.					
1.5	You are proud to work in this organization.					
1.6	You are unhappy with your current job.					
1.7	You intend to perform the task assigned to the best.					
2	Optimistic					
2.1	You always say positive to your organization and your work.					
2.2	You are pleased with the success of the organization.					
2.3	You do not like the job you do today.					

Item	Contents	(5) Strongly Agree	(4) Agree	(3) Moderately Agree	(2) Disagree	(1) Strongly Disagree
2.4	You are satisfied with your organization.					
2.5	You feel that the objectives of your department is not consistent with your ideas.					
2.6	You are proud to work with the organization you work with.					
2.7	You often clarify what is good when others refer to a negative to your organization.					
3	Recognition of Differences					
3.1	You are welcome to hear and accept the good comments of colleagues.					
3.2	You feel that learning new things is hard for you.					
3.3	You open mind to accept the unexpected situation as well.					
3.4	You feel that getting advice from your colleagues is uncommon.					
3.5	You are ready to do what you have never done before.					
3.6	You often refuse advice from your colleagues.					
3.7	You always appreciate the advice of colleagues who tell you.					
4	Friendliness					
4.1	You will be glad to help your colleagues.					
4.2	You feel that you do not get involve to the others' work.					
4.3	You are agree to work for your colleagues when your work is done.					
4.4	You like to reward your colleagues with the word thanks.					
4.5	You always show caring to your colleagues.					
4.6	You always think that helping other's duty is an interruption.					

Item	Contents	(5) Strongly Agree	(4) Agree	(3) Moderately Agree	(2) Disagree	(1) Strongly Disagree
4.7	You are happy when your colleagues are happy.					
Part 4 Kalyanamitta Traits of Leader						
1	Be Lovable					
1.1	Being respectable leader can enhance your level of engagement in organization.					
1.2	Leader does not need to honor all employees.					
1.3	Your leader behaves with consistency behavior.					
1.4	You bring the good example of your leader to behave.					
1.5	Good manner of leader is often praised.					
1.6	Your leader is a role model of employee.					
2	Be Respectable					
2.1	Being respectable leader can enhance your level of engagement in organization.					
2.2	Leader does not need to honor all employees.					
2.3	Your leader behave with consistency behavior.					
2.4	You bring the good example of your leader to behave.					
2.5	Good manner of leader is often praised					
2.6	Your leader is a role model of employee.					
3	Be Admirable					
3.1	Your leader is a praiseworthy person.					
3.2	Your leader treats subordinates as equal.					
3.3	Leader does not need to be patient on everything.					

Item	Contents	(5) Strongly Agree	(4) Agree	(3) Moderately Agree	(2) Disagree	(1) Strongly Disagree
3.4	Your leader is sacrifice and dedicate for the benefits of the public.					
3.5	Your leader has a high tolerance.					
3.6	Creating trust for employees can enhance your level of engagement in organization.					
4	Be Good Counsellor					
4.1	Being a good consultant of your leader can enhance your level of engagement in organization.					
4.2	Your leader is cautious in solving problems.					
4.3	Opening mind of your leader to listen can make the employee appreciate.					
4.4	Your leader always open mind to listen the problems and receive suggestions of the employee.					
4.5	Your leader is a mentor to teach you.					
4.6	Your leader has good intention and sincerity for all employees.					
5	Be Effective Communicator					
5.1	Being a good communicator of your leader can enhance your level of engagement in organization.					
5.2	Leader are not patient to listen with the words that be heard.					
5.3	Leader does not need to use sweet words alwasly.					
5.4	Your leader is a good listener and answer the right thing.					
5.5	You are always encouraged by your leader.					
5.6	Honorable words from your leader can make you proud to work.					
6	Be Good Advisor					

Item	Contents	(5) Strongly Agree	(4) Agree	(3) Moderately Agree	(2) Disagree	(1) Strongly Disagree
6.1	Being a good advisor of your leader can enhance your level of engagement in organization.					
6.2	Your leader is a visionary.					
6.3	You can work without your leader's advice.					
6.4	The leader is very knowledgeable, always not believe on the employees.					
6.5	Leader needs to advise a good things.					
6.6	Your leader leads others to behave in a good way.					
Part 5 Sustainable Employee Engagment						
1	Self-passion					
1.1	You love organization as you love your family.					
1.2	You know that your work is important to the organization.					
1.3	You are dissatisfied with your work.					
1.4	You always talk about the organization in a good way.					
1.5	You are proud of the work done.					
1.6	You feel that you are part of the success of your organization.					
2	Self-dedication					
2.1	You like to work on time.					
2.2	When you get the assignment, you fully dedicate to do.					
2.3	You are tired of getting new assignments.					
2.4	You are often praised for being successful.					
2.5	You do not have goals.					
2.6	You intend to work fully.					
3	Self-evaluation					
3.1	You will review and correct any defects in your work.					

Item	Contents	(5) Strongly Agree	(4) Agree	(3) Moderately Agree	(2) Disagree	(1) Strongly Disagree
3.2	You are ready to accept the advice without dispute.					
3.3	You like to work the same way.					
3.4	You are not welcome to receive feedback from colleagues.					
3.5	You like to know the strengths of others in order to develop yourself.					
3.6	You often ask others to evaluate your work.					
4	Self-development					
4.1	You dislike to learn new things.					
4.2	You will not stop working on your own development.					
4.3	You think that each piece of work you do, you have more knowledge.					
4.4	You like to work more to challenge your skills.					
4.5	You often seek knowledge to develop the work you do.					
4.6	You are always eager to learn new things.					

**Results Model 1: Development of a Casual Model for Sustainable Employee
Engagement with Buddhist Psychological Traits by Kalyāṇamitta
Traits of Leader as Mediator**

DATE: 8/27/2018

TIME: 0:12

L I S R E L 8.72

BY

Karl G. Jöreskog & Dag Sörbom

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The following lines were read from file C:\Bundhita_Lisrel Model 1_Revise1\Model 1.SPJ:

Model 1

SYSTEM FILE from file 'C:\Bundhita_Lisrel Model 1_Revise1\Model 1.dsf'

Latent Variables KTL SEE BPT

Relationships

KTL1 = KTL

KTL2 = KTL

KTL3 = KTL

KTL4 = KTL

KTL5 = KTL

KTL6 = KTL

SEE1 = SEE

SEE2 = SEE

SEE3 = SEE

SEE4 = SEE

BT1 = BPT

BT2 = BPT

BT3 = BPT

BT4 = BPT

PT1 = BPT

PT2 = BPT

PT3 = BPT

PT4 = BPT

SEE = KTL

KTL = BPT

SEE = BPT

Path Diagram

Set error covariance of BT1 and KTL3 free
 Set error covariance of KTL4 and KTL1 free
 Set error covariance of BT1 and SEE3 free
 Set error covariance of PT2 and SEE1 free
 Set error covariance of PT4 and PT3 free
 Set error covariance of PT3 and SEE3 free
 Set error covariance of BT3 and BT2 free
 Set error covariance of BT1 and SEE4 free
 Set error covariance of BT2 and BT1 free
 Set error covariance of BT3 and BT1 free
 Set error covariance of SEE2 and KTL5 free
 Set error covariance of BT3 and SEE2 free
 Set error covariance of PT2 and KTL2 free
 Set error covariance of BT1 and KTL2 free
 Set error covariance of PT4 and KTL4 free
 Set error covariance of BT1 and KTL1 free
 Set error covariance of BT1 and KTL5 free
 Set error covariance of BT1 and KTL6 free
 Set error covariance of KTL4 and KTL3 free
 Set error covariance of PT1 and KTL1 free
 Set error covariance of PT3 and SEE4 free
 Set error covariance of SEE4 and SEE3 free
 Set error covariance of PT2 and PT1 free
 Set error covariance of SEE4 and SEE2 free
 Set error covariance of BT2 and SEE2 free
 Set error covariance of KTL6 and KTL5 free
 Set error covariance of BT4 and KTL6 free
 Set error covariance of SEE4 and KTL4 free
 Set error covariance of KTL1 and PT2 free
 Set error covariance of SEE3 and PT1 free
 Set error covariance of KTL1 and KTL5 free
 Set error covariance of KTL2 and KTL3 free
 Set error covariance of KTL1 and SEE3 free
 Set error covariance of KTL2 and PT4 free
 Set error covariance of SEE1 and BT4 free
 Set error covariance of BT3 and BT4 free
 Set error covariance of KTL2 and PT3 free
 Set error covariance of SEE1 and PT4 free
 Set error covariance of KTL5 and BT4 free
 Set error covariance of SEE2 and PT1 free
 Set error covariance of SEE2 and PT4 free
 Set error covariance of KTL4 and PT1 free
 Set error covariance of KTL6 and PT1 free
 Set error covariance of KTL1 and KTL3 free
 Set error covariance of KTL1 and KTL6 free
 Set error covariance of KTL1 and SEE4 free
 Set error covariance of KTL2 and KTL5 free
 Set error covariance of KTL2 and KTL6 free
 Set error covariance of KTL1 and KTL2 free
 Set error covariance of KTL2 and SEE4 free
 Set error covariance of KTL3 and SEE1 free
 Set error covariance of KTL3 and PT2 free

Set error covariance of KTL5 and PT2 free
 Set error covariance of KTL3 and BT2 free
 Set error covariance of SEE1 and PT3 free
 Set error covariance of SEE1 and SEE3 free
 Set error covariance of BT2 and BT4 free
 Set error covariance of SEE3 and BT4 free
 Set error covariance of SEE1 and BT1 free
 Set error covariance of KTL1 and SEE2 free
 Set error covariance of SEE1 and BT2 free
 Set error covariance of KTL2 and BT2 free
 Set error covariance of KTL4 and BT4 free
 Set error covariance of KTL3 and BT3 free
 Set error covariance of BT1 and PT2 free
 Set error covariance of BT4 and PT1 free
 Set error covariance of BT2 and PT3 free
 Set error covariance of BT1 and BT4 free
 Set error covariance of BT1 and PT4 free
 !Set error covariance of SEE1 and PT1 free
 !Set error covariance of SEE1 and PT1 free
 !Set error covariance of SEE1 and PT1 free
 !Set error covariance of SEE1 and PT1 free
 LISREL OUTPUT: ME=ML RS EF SS SE TV FS SC MI
 End of Problem

Model 1

Covariance Matrix

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
-----	-----	-----	-----	-----	-----	-----
KTL1	0.44					
KTL2	0.35	0.44				
KTL3	0.34	0.35	0.41			
KTL4	0.39	0.39	0.39	0.54		
KTL5	0.28	0.30	0.29	0.33	0.35	
KTL6	0.29	0.29	0.28	0.32	0.26	0.35
SEE1	0.17	0.19	0.19	0.18	0.17	0.17
SEE2	0.17	0.19	0.17	0.18	0.18	0.17
SEE3	0.09	0.11	0.11	0.12	0.10	0.09
SEE4	0.16	0.17	0.17	0.19	0.17	0.16
BT1	0.42	0.48	0.92	0.53	0.43	0.44
BT2	0.16	0.17	0.16	0.16	0.14	0.14
BT3	0.14	0.15	0.14	0.13	0.13	0.13
BT4	0.50	0.53	0.52	0.49	0.53	0.43
PT1	0.14	0.16	0.16	0.15	0.15	0.15
PT2	0.19	0.22	0.20	0.19	0.18	0.17
PT3	0.11	0.13	0.11	0.12	0.10	0.10
PT4	0.16	0.17	0.16	0.15	0.15	0.14

Covariance Matrix

SEE1	SEE2	SEE3	SEE4	BT1	BT2
-----	-----	-----	-----	-----	-----

SEE1	0.36					
SEE2	0.19	0.27				
SEE3	0.10	0.10	0.19			
SEE4	0.20	0.20	0.13	0.36		
BT1	1.30	1.08	0.31	1.30	19.86	
BT2	0.16	0.14	0.09	0.15	1.40	0.30
BT3	0.16	0.14	0.08	0.14	1.25	0.18
BT4	0.69	0.62	0.35	0.61	4.45	0.64
PT1	0.19	0.19	0.09	0.18	1.14	0.17
PT2	0.25	0.19	0.10	0.20	1.30	0.17
PT3	0.11	0.12	0.09	0.14	0.80	0.12
PT4	0.18	0.18	0.09	0.17	1.18	0.15

Covariance Matrix

	BT3	BT4	PT1	PT2	PT3	PT4
BT3	0.25					
BT4	0.63	3.95				
PT1	0.16	0.68	0.27			
PT2	0.17	0.67	0.21	0.33		
PT3	0.11	0.41	0.12	0.13	0.19	
PT4	0.16	0.60	0.17	0.19	0.14	0.26

Model 1

Parameter Specifications

LAMBDA-Y

	KTL	SEE
KTL1	0	0
KTL2	1	0
KTL3	2	0
KTL4	3	0
KTL5	4	0
KTL6	5	0
SEE1	0	0
SEE2	0	6
SEE3	0	7
SEE4	0	8

LAMBDA-X

	BPT
BT1	9
BT2	10
BT3	11
BT4	12
PT1	13

PT2 14
PT3 15
PT4 16

BETA

	KTL	SEE
KTL	0	0
SEE	17	0

GAMMA

BPT

KTL	18
SEE	19

PSI

	KTL	SEE
	20	21

THETA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
KTL1	22					
KTL2	23	24				
KTL3	25	26	27			
KTL4	28	0	29	30		
KTL5	31	32	0	0	33	
KTL6	34	35	0	0	36	37
SEE1	0	0	38	0	0	0
SEE2	40	0	0	0	41	0
SEE3	43	0	0	0	0	0
SEE4	46	47	0	48	0	0

THETA-EPS

	SEE1	SEE2	SEE3	SEE4
SEE1	39			
SEE2	0	42		
SEE3	44	0	45	
SEE4	0	49	50	51

THETA-DELTA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
BT1	52	53	54	0	55	56
BT2	0	61	62	0	0	0

BT3	0	0	67	0	0	0
BT4	0	0	0	72	73	74
PT1	81	0	0	82	0	83
PT2	88	89	90	0	91	0
PT3	0	96	0	0	0	0
PT4	0	102	0	103	0	0

THETA-DELTA-EPS

	SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----	-----
BT1	57	0	58	59
BT2	63	64	0	0
BT3	0	68	0	0
BT4	75	0	76	0
PT1	0	84	85	0
PT2	92	0	0	0
PT3	97	0	98	99
PT4	104	105	0	0

THETA-DELTA

	BT1	BT2	BT3	BT4	PT1	PT2
-----	-----	-----	-----	-----	-----	-----
BT1	60					
BT2	65	66				
BT3	69	70	71			
BT4	77	78	79	80		
PT1	0	0	0	86	87	
PT2	93	0	0	0	94	95
PT3	0	100	0	0	0	0
PT4	106	0	0	0	0	0

THETA-DELTA

	PT3	PT4
-----	-----	-----
PT3	101	
PT4	107	108

Model 1

Number of Iterations = 63

LISREL Estimates (Maximum Likelihood)

LAMBDA-Y

	CTL	SEE
-----	-----	-----
CTL1	0.56	--

KTL2 0.60 --
 (0.03)
 21.48

KTL3 0.53 --
 (0.03)
 21.18

KTL4 0.60 --
 (0.03)
 20.98

KTL5 0.53 --
 (0.03)
 19.61

KTL6 0.51 --
 (0.03)
 19.61

SEE1 -- 0.43

SEE2 -- 0.43
 (0.02)
 18.26

SEE3 -- 0.23
 (0.02)
 11.99

SEE4 -- 0.43
 (0.03)
 15.90

LAMBDA-X

BPT

 BT1 2.46
 (0.19)
 12.97

BT2 0.38
 (0.02)
 17.35

BT3 0.37
 (0.02)
 19.22

BT4 1.46

(0.08)
19.09

PT1 0.43
(0.02)
22.40

PT2 0.46
(0.02)
21.78

PT3 0.29
(0.02)
16.20

PT4 0.40
(0.02)
21.92

BETA

	KTL	SEE
	-----	-----
KTL	--	--
SEE	0.16	--
	(0.04)	
	3.93	

GAMMA

	BPT

KTL	0.69
	(0.05)
	14.51
SEE	0.86
	(0.06)
	14.72

Covariance Matrix of ETA and KSI

	KTL	SEE	BPT
	-----	-----	-----
KTL	1.00		
SEE	0.75	1.00	
BPT	0.69	0.97	1.00

PHI

BPT

1.00

PSI

Note: This matrix is diagonal.

KTL SEE

-----	-----
0.53	0.05
(0.06)	(0.03)
8.96	1.83

Squared Multiple Correlations for Structural Equations

KTL SEE

-----	-----
0.47	0.95

Squared Multiple Correlations for Reduced Form

KTL SEE

-----	-----
0.47	0.94

Reduced Form

BPT

KTL	0.69
	(0.05)
	14.51

SEE	0.97
	(0.05)
	17.97

THETA-EPS

KTL1 KTL2 KTL3 KTL4 KTL5 KTL6

-----	-----	-----	-----	-----	-----
KTL1	0.11				
	(0.02)				
	5.28				

KTL2	0.00	0.06			
	(0.01)	(0.01)			
	-0.38	4.90			

KTL3	0.03	0.02	0.13		
------	------	------	------	--	--

	(0.01)	(0.01)	(0.01)			
	2.81	3.09	11.82			
KTL4	0.04	--	0.07	0.18		
	(0.01)		(0.01)	(0.01)		
	2.92		6.75	12.59		
KTL5	-0.02	-0.03	--	--	0.06	
	(0.01)	(0.01)			(0.01)	
	-2.27	-3.48			6.34	
KTL6	-0.02	-0.03	--	--	-0.02	0.07
	(0.01)	(0.01)			(0.01)	(0.01)
	-1.46	-3.29			-2.32	7.26
SEE1	--	--	0.02	--	--	--
			(0.01)			
			4.01			
SEE2	-0.01	--	--	--	0.01	--
	(0.01)				(0.00)	
	-1.75				2.56	
SEE3	-0.01	--	--	--	--	--
	(0.01)					
	-2.50					
SEE4	-0.02	-0.01	--	0.01	--	--
	(0.01)	(0.01)		(0.01)		
	-2.29	-2.16		1.41		

THETA-EPS

	SEE1	SEE2	SEE3	SEE4
	-----	-----	-----	
SEE1	0.16			
	(0.01)			
	14.29			
SEE2	--	0.08		
		(0.01)		
		10.63		
SEE3	0.00	--	0.13	
	(0.01)		(0.01)	
	-0.01		15.66	
SEE4	--	0.02	0.03	0.17
		(0.01)	(0.01)	(0.01)
		2.43	3.69	13.66

Squared Multiple Correlations for Y - Variables

KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
-----	-----	-----	-----	-----	-----
0.74	0.85	0.69	0.67	0.81	0.78

Squared Multiple Correlations for Y - Variables

SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----
0.53	0.69	0.29	0.51

THETA-DELTA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
	-----	-----	-----	-----	-----	-----
BT1	-0.30 (0.06) -5.15	-0.35 (0.06) -5.82	0.27 (0.06) 4.87	-- (0.05) -6.15	-0.32 (0.05) -5.22	-0.28
BT2	--	0.01 (0.01) 2.13	0.02 (0.01) 3.18	--	--	--
BT3	--	--	0.01 (0.00) 2.25	--	--	--
BT4	--	--	--	-0.04 (0.02) -1.88	0.02 (0.02) 1.14	-0.05 (0.02) -2.58
PT1	-0.02 (0.01) -3.46	--	--	-0.02 (0.01) -2.95	--	0.00 (0.00) 0.87
PT2	0.01 (0.01) 2.09	0.03 (0.01) 4.92	0.02 (0.01) 4.34	--	0.01 (0.00) 1.66	--
PT3	--	0.01 (0.00) 3.05	--	--	--	--
PT4	--	0.01 (0.00) 1.89	--	-0.02 (0.00) -4.20	--	--

THETA-DELTA-EPS

	SEE1	SEE2	SEE3	SEE4
	-----	-----	-----	-----
BT1	0.24	--	-0.30	0.31

	(0.07)	(0.05)	(0.06)	
	3.61	-6.39	5.19	
BT2	0.01	-0.02	--	--
	(0.01)	(0.01)		
	1.01	-3.10		
BT3	--	-0.02	--	--
	(0.00)			
	-4.27			
BT4	0.06	--	0.02	--
	(0.02)	(0.02)		
	2.59	1.18		
PT1	--	0.01	-0.01	--
	(0.00)	(0.00)		
	2.10	-1.19		
PT2	0.05	--	--	--
	(0.01)			
	7.37			
PT3	-0.01	--	0.03	0.02
	(0.01)	(0.01)	(0.01)	
	-1.80	5.82	3.58	
PT4	0.01	0.01	--	--
	(0.01)	(0.00)		
	1.22	1.51		

THETA-DELTA

	BT1	BT2	BT3	BT4	PT1	PT2
-----	-----	-----	-----	-----	-----	-----
BT1	14.13					
	(0.86)					
	16.38					
BT2	0.51	0.16				
	(0.07)	(0.01)				
	7.47	14.68				
BT3	0.37	0.04	0.11			
	(0.06)	(0.01)	(0.01)			
	6.36	5.62	14.11			
BT4	0.52	0.08	0.08	1.79		
	(0.21)	(0.03)	(0.02)	(0.13)		
	2.53	3.07	3.48	13.85		
PT1	--	--	--	0.04	0.09	

				(0.02)	(0.01)	
				2.06	11.87	
PT2	0.17	--	--	--	0.01	0.12
	(0.05)				(0.01)	(0.01)
	3.15				2.17	13.28
PT3	--	0.01	--	--	--	--
		(0.01)				
		2.34				
PT4	0.09	--	--	--	--	--
	(0.04)					
	2.09					

THETA-DELTA

	PT3	PT4
	-----	-----
PT3	0.11	
	(0.01)	
	15.29	
PT4	0.03	0.09
	(0.00)	(0.01)
	5.69	13.24

Squared Multiple Correlations for X - Variables

BT1	BT2	BT3	BT4	PT1	PT2
-----	-----	-----	-----	-----	-----
0.30	0.47	0.54	0.54	0.68	0.64

Squared Multiple Correlations for X - Variables

PT3	PT4
-----	-----
0.42	0.65

Goodness of Fit Statistics

Degrees of Freedom = 63

Minimum Fit Function Chi-Square = 80.58 (P = 0.067)

Normal Theory Weighted Least Squares Chi-Square = 79.06 (P = 0.083)

Estimated Non-centrality Parameter (NCP) = 16.06

90 Percent Confidence Interval for NCP = (0.0 ; 42.90)

Minimum Fit Function Value = 0.15

Population Discrepancy Function Value (F0) = 0.030

90 Percent Confidence Interval for F0 = (0.0 ; 0.080)

Root Mean Square Error of Approximation (RMSEA) = 0.022

90 Percent Confidence Interval for RMSEA = (0.0 ; 0.036)

P-Value for Test of Close Fit (RMSEA < 0.05) = 1.00

Expected Cross-Validation Index (ECVI) = 0.55

90 Percent Confidence Interval for ECVI = (0.52 ; 0.60)

ECVI for Saturated Model = 0.63

ECVI for Independence Model = 42.10

Chi-Square for Independence Model with 153 Degrees of Freedom = 22657.92

Independence AIC = 22693.92

Model AIC = 295.06

Saturated AIC = 342.00

Independence CAIC = 22789.16

Model CAIC = 866.55

Saturated CAIC = 1246.86

Normed Fit Index (NFI) = 1.00

Non-Normed Fit Index (NNFI) = 1.00

Parsimony Normed Fit Index (PNFI) = 0.41

Comparative Fit Index (CFI) = 1.00

Incremental Fit Index (IFI) = 1.00

Relative Fit Index (RFI) = 0.99

Critical N (CN) = 616.47

Root Mean Square Residual (RMR) = 0.064

Standardized RMR = 0.027

Goodness of Fit Index (GFI) = 0.98

Adjusted Goodness of Fit Index (AGFI) = 0.96

Parsimony Goodness of Fit Index (PGFI) = 0.36

Model 1

Fitted Covariance Matrix

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
KTL1	0.42					
KTL2	0.33	0.42				
KTL3	0.33	0.34	0.41			
KTL4	0.38	0.36	0.39	0.54		
KTL5	0.27	0.29	0.28	0.32	0.34	
KTL6	0.27	0.28	0.27	0.31	0.25	0.34
SEE1	0.18	0.20	0.19	0.20	0.17	0.17
SEE2	0.17	0.19	0.17	0.19	0.18	0.16
SEE3	0.08	0.10	0.09	0.11	0.09	0.09
SEE4	0.16	0.18	0.17	0.20	0.17	0.17
BT1	0.65	0.67	1.17	1.02	0.57	0.59
BT2	0.15	0.17	0.16	0.16	0.14	0.13
BT3	0.14	0.15	0.15	0.15	0.13	0.13
BT4	0.56	0.61	0.54	0.57	0.55	0.46
PT1	0.15	0.18	0.16	0.16	0.15	0.15

PT2	0.19	0.22	0.19	0.19	0.17	0.16
PT3	0.11	0.13	0.11	0.12	0.10	0.10
PT4	0.16	0.18	0.15	0.15	0.15	0.14

Fitted Covariance Matrix

	SEE1	SEE2	SEE3	SEE4	BT1	BT2
SEE1	0.35					
SEE2	0.19	0.27				
SEE3	0.10	0.10	0.19			
SEE4	0.19	0.20	0.13	0.36		
BT1	1.27	1.02	0.25	1.33	20.16	
BT2	0.16	0.14	0.08	0.16	1.43	0.30
BT3	0.15	0.13	0.08	0.15	1.28	0.18
BT4	0.67	0.61	0.35	0.61	4.11	0.63
PT1	0.18	0.19	0.09	0.18	1.05	0.16
PT2	0.25	0.19	0.10	0.19	1.29	0.17
PT3	0.11	0.12	0.10	0.14	0.70	0.12
PT4	0.18	0.17	0.09	0.17	1.08	0.15

Fitted Covariance Matrix

	BT3	BT4	PT1	PT2	PT3	PT4
BT3	0.25					
BT4	0.62	3.92				
PT1	0.16	0.66	0.27			
PT2	0.17	0.67	0.21	0.32		
PT3	0.11	0.42	0.12	0.13	0.20	
PT4	0.15	0.59	0.17	0.18	0.14	0.25

Fitted Residuals

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
KTL1	0.02					
KTL2	0.02	0.02				
KTL3	0.01	0.01	0.00			
KTL4	0.01	0.02	0.00	0.00		
KTL5	0.01	0.01	0.01	0.01	0.01	
KTL6	0.01	0.01	0.00	0.01	0.01	0.01
SEE1	-0.01	-0.01	0.00	-0.01	0.00	0.00
SEE2	0.00	0.00	0.00	-0.01	0.00	0.00
SEE3	0.01	0.00	0.02	0.02	0.01	0.00
SEE4	-0.01	-0.01	-0.01	-0.02	0.00	0.00
BT1	-0.23	-0.19	-0.25	-0.49	-0.14	-0.15
BT2	0.01	0.00	0.01	0.00	0.01	0.00
BT3	0.00	0.00	0.00	-0.02	0.00	0.00
BT4	-0.07	-0.07	-0.02	-0.08	-0.02	-0.03
PT1	-0.01	-0.01	0.00	-0.01	0.00	0.00
PT2	0.01	0.00	0.01	0.01	0.01	0.01
PT3	0.00	0.00	0.01	0.00	0.00	0.00
PT4	0.00	0.00	0.01	0.00	0.00	0.00

3|4

Standardized Residuals

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
	-----	-----	-----	-----	-----	
KTL1	4.08					
KTL2	5.32	5.36				
KTL3	2.96	5.27	-1.14			
KTL4	3.65	4.95	-1.23	0.27		
KTL5	3.73	4.59	2.18	2.50	4.18	
KTL6	4.57	4.75	1.78	2.61	4.79	4.52
SEE1	-1.34	-0.93	-0.28	-1.39	-0.35	0.64
SEE2	-0.83	-0.55	0.73	-1.47	0.19	0.28
SEE3	1.75	0.64	2.29	1.89	0.81	0.52
SEE4	-1.18	-1.31	-0.83	-2.43	-0.22	-0.29
BT1	-3.86	-3.49	-3.80	-5.26	-2.69	-2.86
BT2	1.33	0.39	1.23	-0.12	0.95	0.40
BT3	-0.65	-0.49	-0.42	-2.21	0.04	-0.37
BT4	-2.59	-2.63	-0.72	-2.80	-1.24	-1.61
PT1	-1.41	-2.18	0.12	-1.82	-0.01	-0.33
PT2	1.28	0.50	2.07	0.61	1.80	2.09
PT3	0.45	-0.58	0.94	0.15	0.05	-0.64
PT4	0.43	-0.46	1.40	-0.36	0.44	0.03

Standardized Residuals

	SEE1	SEE2	SEE3	SEE4	BT1	BT2
	-----	-----	-----	-----	-----	
SEE1	2.28					
SEE2	-0.17	0.25				
SEE3	1.32	0.05	-0.95			
SEE4	1.74	1.10	0.94	-0.62		
BT1	0.85	1.49	1.56	-0.77	-0.96	
BT2	-0.03	1.83	0.39	-0.94	-0.96	0.78
BT3	0.56	1.55	-0.25	-2.08	-0.90	0.69
BT4	1.25	1.01	-0.11	0.18	2.88	1.26
PT1	1.63	-0.27	-0.93	-0.51	2.27	1.24
PT2	1.78	0.14	-0.07	1.40	0.33	-1.29
PT3	1.14	-0.60	-1.74	0.15	1.95	0.66
PT4	1.64	0.64	-0.64	0.99	3.00	0.27

Standardized Residuals

	BT3	BT4	PT1	PT2	PT3	PT4
	-----	-----	-----	-----	-----	
BT3	0.38					
BT4	1.51	1.62				
PT1	2.08	3.43	2.02			
PT2	-0.23	0.36	1.06	0.79		
PT3	0.14	-0.32	-0.45	0.26	-1.58	
PT4	1.62	0.28	-0.35	0.57	-0.25	1.74

Summary Statistics for Standardized Residuals

Smallest Standardized Residual = -5.26

Median Standardized Residual = 0.28

Largest Standardized Residual = 5.36

Stemleaf Plot

```

- 5|3
- 4|
- 3|985
- 2|987664221
- 1|8766544333222100
- 0|9999988876666665555444433333322211100000
  0|11111222333333344444444556666667778889999
  1|001112233333445556666677888889
  2|001112333569
  3|00477
  4|12566889
  5|334

```

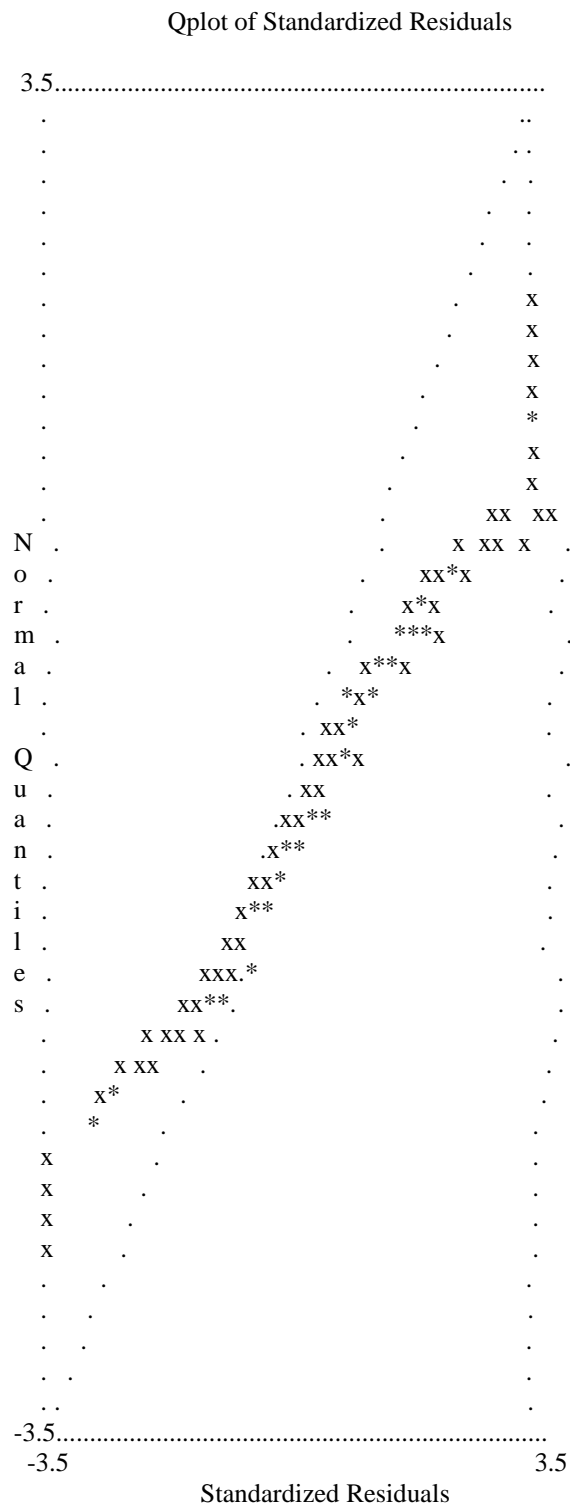
Largest Negative Standardized Residuals

Residual for	BT1 and	KTL1	-3.86
Residual for	BT1 and	KTL2	-3.49
Residual for	BT1 and	KTL3	-3.80
Residual for	BT1 and	KTL4	-5.26
Residual for	BT1 and	KTL5	-2.69
Residual for	BT1 and	KTL6	-2.86
Residual for	BT4 and	KTL1	-2.59
Residual for	BT4 and	KTL2	-2.63
Residual for	BT4 and	KTL4	-2.80

Largest Positive Standardized Residuals

Residual for	KTL1 and	KTL1	4.08
Residual for	KTL2 and	KTL1	5.32
Residual for	KTL2 and	KTL2	5.36
Residual for	KTL3 and	KTL1	2.96
Residual for	KTL3 and	KTL2	5.27
Residual for	KTL4 and	KTL1	3.65
Residual for	KTL4 and	KTL2	4.95
Residual for	KTL5 and	KTL1	3.73
Residual for	KTL5 and	KTL2	4.59
Residual for	KTL5 and	KTL5	4.18
Residual for	KTL6 and	KTL1	4.57
Residual for	KTL6 and	KTL2	4.75
Residual for	KTL6 and	KTL4	2.61
Residual for	KTL6 and	KTL5	4.79
Residual for	KTL6 and	KTL6	4.52
Residual for	BT4 and	BT1	2.88
Residual for	PT1 and	BT4	3.43
Residual for	PT4 and	BT1	3.00

Model 1



Model 1

Modification Indices and Expected Change
Modification Indices for LAMBDA-Y

	KTL	SEE
	-----	-----
KTL1	--	0.70
KTL2	--	2.65
KTL3	--	4.81
KTL4	--	4.67
KTL5	--	0.59
KTL6	--	0.47
SEE1	1.12	--
SEE2	0.70	--
SEE3	0.03	--
SEE4	0.00	--

Expected Change for LAMBDA-Y

	KTL	SEE
	-----	-----
KTL1	--	0.26
KTL2	--	-0.06
KTL3	--	0.06
KTL4	--	-0.07
KTL5	--	0.02
KTL6	--	0.02
SEE1	-0.04	--
SEE2	0.02	--
SEE3	0.00	--
SEE4	0.00	--

Standardized Expected Change for LAMBDA-Y

	KTL	SEE
	-----	-----
KTL1	--	0.26
KTL2	--	-0.06
KTL3	--	0.06
KTL4	--	-0.07
KTL5	--	0.02
KTL6	--	0.02
SEE1	-0.04	--
SEE2	0.02	--
SEE3	0.00	--
SEE4	0.00	--

Completely Standardized Expected Change for LAMBDA-Y

	KTL	SEE
	-----	-----
KTL1	--	0.40

KTL2	--	-0.09
KTL3	--	0.10
KTL4	--	-0.10
KTL5	--	0.04
KTL6	--	0.04
SEE1	-0.06	--
SEE2	0.05	--
SEE3	0.01	--
SEE4	0.00	--

No Non-Zero Modification Indices for LAMBDA-X

No Non-Zero Modification Indices for BETA

No Non-Zero Modification Indices for GAMMA

No Non-Zero Modification Indices for PHI

No Non-Zero Modification Indices for PSI

Modification Indices for THETA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
	-----	-----	-----	-----	-----	-----
KTL1	--					
KTL2	--	--				
KTL3	--	--	--			
KTL4	--	2.04	--	--		
KTL5	--	--	0.28	0.02	--	
KTL6	--	--	0.71	0.16	--	--
SEE1	0.70	0.00	--	0.00	0.20	0.33
SEE2	--	0.81	0.13	1.31	--	0.06
SEE3	--	0.26	1.35	0.36	0.30	0.47
SEE4	--	--	0.92	--	0.10	0.28

Modification Indices for THETA-EPS

	SEE1	SEE2	SEE3	SEE4
	-----	-----	-----	-----
SEE1	--			
SEE2	1.48	--		
SEE3	--	0.31	--	
SEE4	0.92	--	--	--

Expected Change for THETA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
	-----	-----	-----	-----	-----	-----
KTL1	--					
KTL2	--	--				
KTL3	--	--	--			
KTL4	--	0.02	--	--		
KTL5	--	--	0.00	0.00	--	

KTL6	--	--	-0.01	0.00	--	--
SEE1	-0.01	0.00	--	0.00	0.00	0.00
SEE2	--	0.00	0.00	-0.01	--	0.00
SEE3	--	0.00	0.01	0.00	0.00	0.00
SEE4	--	--	-0.01	--	0.00	0.00

Expected Change for THETA-EPS

	SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----	-----
SEE1	--			
SEE2	-0.01	--		
SEE3	--	0.00	--	
SEE4	0.01	--	--	--

Completely Standardized Expected Change for THETA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
-----	-----	-----	-----	-----	-----	-----
KTL1	--					
KTL2	--	--				
KTL3	--	--	--			
KTL4	--	0.04	--	--		
KTL5	--	--	-0.01	0.00	--	
KTL6	--	--	-0.01	0.01	--	--
SEE1	-0.01	0.00	--	0.00	-0.01	0.01
SEE2	--	0.01	0.00	-0.02	--	0.00
SEE3	--	-0.01	0.02	0.01	-0.01	-0.01
SEE4	--	--	-0.02	--	0.01	0.01

Completely Standardized Expected Change for THETA-EPS

	SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----	-----
SEE1	--			
SEE2	-0.03	--		
SEE3	--	0.01	--	
SEE4	0.02	--	--	--

Modification Indices for THETA-DELTA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
-----	-----	-----	-----	-----	-----	-----
BT1	--	--	--	19.59	--	--
BT2	2.85	--	--	0.32	0.06	0.29
BT3	0.00	1.02	--	0.94	0.12	0.01
BT4	2.11	1.42	0.90	--	--	--
PT1	--	2.17	0.05	--	0.23	--
PT2	--	--	--	0.93	--	1.93
PT3	0.23	--	0.10	0.03	0.04	0.61
PT4	0.05	--	0.62	--	0.00	0.17

Modification Indices for THETA-DELTA-EPS

	SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----	-----
BT1	--	2.29	--	--
BT2	--	--	0.29	0.33
BT3	0.14	--	0.01	2.45
BT4	--	0.92	--	0.12
PT1	0.75	--	--	0.93
PT2	--	1.09	0.38	0.99
PT3	--	0.59	--	--
PT4	--	--	0.14	0.49

Expected Change for THETA-DELTA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
-----	-----	-----	-----	-----	-----	-----
BT1	--	--	--	-0.38	--	--
BT2	0.01	--	--	0.00	0.00	0.00
BT3	0.00	0.01	--	-0.01	0.00	0.00
BT4	-0.03	-0.02	0.02	--	--	--
PT1	--	-0.01	0.00	--	0.00	--
PT2	--	--	--	0.01	--	0.01
PT3	0.00	--	0.00	0.00	0.00	0.00
PT4	0.00	--	0.00	--	0.00	0.00

Expected Change for THETA-DELTA-EPS

	SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----	-----
BT1	--	0.08	--	--
BT2	--	--	0.00	0.00
BT3	0.00	--	0.00	-0.01
BT4	--	0.02	--	0.01
PT1	0.01	--	--	-0.01
PT2	--	-0.01	0.00	0.01
PT3	--	0.00	--	--
PT4	--	--	0.00	0.00

Completely Standardized Expected Change for THETA-DELTA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
-----	-----	-----	-----	-----	-----	-----
BT1	--	--	--	-0.12	--	--
BT2	0.03	--	--	0.01	0.00	-0.01
BT3	0.00	0.02	--	-0.02	0.01	0.00
BT4	-0.02	-0.02	0.02	--	--	--
PT1	--	-0.02	0.00	--	0.01	--
PT2	--	--	--	0.02	--	0.02
PT3	0.01	--	0.00	0.00	0.00	-0.01
PT4	0.00	--	0.01	--	0.00	-0.01

Completely Standardized Expected Change for THETA-DELTA-EPS

	SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----	-----
BT1	--	0.03	--	--
BT2	--	--	0.01	-0.01
BT3	0.01	--	0.00	-0.03
BT4	--	0.02	--	0.01
PT1	0.02	--	--	-0.02
PT2	--	-0.02	-0.01	0.02
PT3	--	-0.02	--	--
PT4	--	--	-0.01	0.01

Modification Indices for THETA-DELTA

	BT1	BT2	BT3	BT4	PT1	PT2
-----	-----	-----	-----	-----	-----	-----
BT1	--					
BT2	--	--				
BT3	--	--	--			
BT4	--	--	--	--		
PT1	0.00	0.81	1.00	--	--	
PT2	--	3.37	0.62	0.78	--	--
PT3	2.27	--	0.08	0.09	0.25	0.00
PT4	--	0.48	0.49	0.01	0.78	0.00

Modification Indices for THETA-DELTA

	PT3	PT4
-----	-----	-----
PT3	--	
PT4	--	--

Expected Change for THETA-DELTA

	BT1	BT2	BT3	BT4	PT1	PT2
-----	-----	-----	-----	-----	-----	-----
BT1	--					
BT2	--	--				
BT3	--	--	--			
BT4	--	--	--	--		
PT1	0.00	0.00	0.00	--	--	
PT2	--	-0.01	0.00	0.02	--	--
PT3	0.07	--	0.00	-0.01	0.00	0.00
PT4	--	0.00	0.00	0.00	0.00	0.00

Expected Change for THETA-DELTA

	PT3	PT4
-----	-----	-----
PT3	--	
PT4	--	--

Completely Standardized Expected Change for THETA-DELTA

	BT1	BT2	BT3	BT4	PT1	PT2
BT1	--					
BT2	--	--				
BT3	--	--	--			
BT4	--	--	--	--		
PT1	0.00	0.02	0.02	--	--	
PT2	--	-0.04	-0.01	0.02	--	--
PT3	0.04	--	-0.01	-0.01	0.01	0.00
PT4	--	-0.01	0.01	0.00	-0.02	0.00

Completely Standardized Expected Change for THETA-DELTA

	PT3	PT4
PT3	--	
PT4	--	--

Maximum Modification Index is 19.59 for Element (1, 4) of THETA DELTA-EPSILON

Model 1

Factor Scores Regressions

ETA

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
KTL	0.51	0.98	-0.66	-0.12	0.81	0.55
SEE	0.19	0.11	-0.23	0.08	0.07	0.11

ETA

	SEE1	SEE2	SEE3	SEE4	BT1	BT2
KTL	0.05	-0.17	0.34	-0.10	0.11	-0.28
SEE	0.18	0.42	0.16	0.14	0.01	0.10

ETA

	BT3	BT4	PT1	PT2	PT3	PT4
KTL	-0.19	-0.01	0.19	-0.37	-0.10	-0.15
SEE	0.20	0.02	0.28	0.10	0.02	0.21

KSI

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
BPT	0.12	-0.05	-0.17	0.14	-0.01	0.06

KSI

	SEE1	SEE2	SEE3	SEE4	BT1	BT2
-----	-----	-----	-----	-----	-----	-----
BPT	0.05	0.32	0.09	0.10	0.00	0.16

KSI

	BT3	BT4	PT1	PT2	PT3	PT4
-----	-----	-----	-----	-----	-----	-----
BPT	0.25	0.04	0.36	0.29	0.07	0.36

Model 1

Standardized Solution

LAMBDA-Y

	KTL	SEE
-----	-----	-----
KTL1	0.56	--
KTL2	0.60	--
KTL3	0.53	--
KTL4	0.60	--
KTL5	0.53	--
KTL6	0.51	--
SEE1	--	0.43
SEE2	--	0.43
SEE3	--	0.23
SEE4	--	0.43

LAMBDA-X

	BPT
-----	-----
BT1	2.46
BT2	0.38
BT3	0.37
BT4	1.46
PT1	0.43
PT2	0.46
PT3	0.29
PT4	0.40

BETA

	KTL	SEE
-----	-----	-----
KTL	--	--
SEE	0.16	--

GAMMA

BPT

KTL 0.69
SEE 0.86

Correlation Matrix of ETA and KSI

	KTL	SEE	BPT
KTL	1.00		
SEE	0.75	1.00	
BPT	0.69	0.97	1.00

PSI

Note: This matrix is diagonal.

KTL	SEE
0.53	0.05

Regression Matrix ETA on KSI (Standardized)

	BPT
KTL	0.69
SEE	0.97

Model 1

Completely Standardized Solution

LAMBDA-Y

	KTL	SEE
KTL1	0.86	--
KTL2	0.92	--
KTL3	0.83	--
KTL4	0.82	--
KTL5	0.90	--
KTL6	0.88	--
SEE1	--	0.73
SEE2	--	0.83
SEE3	--	0.54
SEE4	--	0.72

LAMBDA-X

	BPT
BT1	0.55
BT2	0.68
BT3	0.74
BT4	0.74
PT1	0.82

PT2 0.80
PT3 0.65
PT4 0.80

BETA

	KTL	SEE
KTL	--	--
SEE	0.16	--

GAMMA

	BPT
KTL	0.69
SEE	0.86

Correlation Matrix of ETA and KSI

	KTL	SEE	BPT
KTL	1.00		
SEE	0.75	1.00	
BPT	0.69	0.97	1.00

PSI

Note: This matrix is diagonal.

	KTL	SEE
	0.53	0.05

THETA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
KTL1	0.26					
KTL2	-0.01	0.15				
KTL3	0.08	0.04	0.31			
KTL4	0.08	--	0.15	0.33		
KTL5	-0.06	-0.08	--	--	0.19	
KTL6	-0.04	-0.08	--	--	-0.06	0.22
SEE1	--	--	0.06	--	--	--
SEE2	-0.03	--	--	--	0.04	--
SEE3	-0.05	--	--	--	--	--
SEE4	-0.04	-0.03	--	0.02	--	--

THETA-EPS

	SEE1	SEE2	SEE3	SEE4
SEE1	0.47			

SEE2	--	0.31		
SEE3	0.00	--	0.71	
SEE4	--	0.05	0.10	0.49

THETA-DELTA-EPS

	KTL1	KTL2	KTL3	KTL4	KTL5	KTL6
-----	-----	-----	-----	-----	-----	-----
BT1	-0.10	-0.12	0.09	--	-0.12	-0.11
BT2	--	0.03	0.05	--	--	--
BT3	--	--	0.03	--	--	--
BT4	--	--	--	-0.03	0.02	-0.05
PT1	-0.05	--	--	-0.04	--	0.01
PT2	0.03	0.07	0.06	--	0.02	--
PT3	--	0.05	--	--	--	--
PT4	--	0.03	--	-0.06	--	--

THETA-DELTA-EPS

	SEE1	SEE2	SEE3	SEE4
-----	-----	-----	-----	-----
BT1	0.09	--	-0.16	0.11
BT2	0.02	-0.06	--	--
BT3	--	-0.08	--	--
BT4	0.05	--	0.03	--
PT1	--	0.04	-0.02	--
PT2	0.16	--	--	--
PT3	-0.04	--	0.16	0.08
PT4	0.02	0.03	--	--

THETA-DELTA

	BT1	BT2	BT3	BT4	PT1	PT2
-----	-----	-----	-----	-----	-----	-----
BT1	0.70					
BT2	0.21	0.53				
BT3	0.16	0.14	0.46			
BT4	0.06	0.07	0.08	0.46		
PT1	--	--	--	0.04	0.32	
PT2	0.07	--	--	--	0.04	0.36
PT3	--	0.05	--	--	--	--
PT4	0.04	--	--	--	--	--

THETA-DELTA

	PT3	PT4
-----	-----	-----
PT3	0.58	
PT4	0.12	0.35

Regression Matrix ETA on KSI (Standardized)

BPT

```

-----
KTL    0.69
SEE    0.97

```

Model 1

Total and Indirect Effects

Total Effects of KSI on ETA

```

      BPT
-----
KTL    0.69
      (0.05)
      14.51

```

```

SEE    0.97
      (0.05)
      17.97

```

Indirect Effects of KSI on ETA

```

      BPT
-----
KTL    - -
SEE    0.11
      (0.03)
      3.97

```

Total Effects of ETA on ETA

```

      KTL    SEE
-----
KTL    - -    - -
SEE    0.16    - -
      (0.04)
      3.93

```

Largest Eigenvalue of $B*B'$ (Stability Index) is 0.024

Total Effects of ETA on Y

```

      KTL    SEE
-----
KTL1    0.56    - -
KTL2    0.60    - -
      (0.03)

```

	21.48		
KTL3	0.53	--	
	(0.03)		
	21.18		
KTL4	0.60	--	
	(0.03)		
	20.98		
KTL5	0.53	--	
	(0.03)		
	19.61		
KTL6	0.51	--	
	(0.03)		
	19.61		
SEE1	0.07	0.43	
	(0.02)		
	3.93		
SEE2	0.07	0.43	
	(0.02)	(0.02)	
	3.94	18.26	
SEE3	0.04	0.23	
	(0.01)	(0.02)	
	3.79	11.99	
SEE4	0.07	0.43	
	(0.02)	(0.03)	
	3.88	15.90	

Indirect Effects of ETA on Y

	KTL	SEE
	-----	-----
KTL1	--	--
KTL2	--	--
KTL3	--	--
KTL4	--	--
KTL5	--	--
KTL6	--	--
SEE1	0.07	--
	(0.02)	

3.93

SEE2 0.07 --
 (0.02)
 3.94

SEE3 0.04 --
 (0.01)
 3.79

SEE4 0.07 --
 (0.02)
 3.88

Total Effects of KSI on Y

BPT

KTL1 0.39
 (0.03)
 14.51

KTL2 0.41
 (0.03)
 16.28

KTL3 0.37
 (0.03)
 14.32

KTL4 0.42
 (0.03)
 14.44

KTL5 0.36
 (0.02)
 16.15

KTL6 0.35
 (0.02)
 15.95

SEE1 0.42
 (0.02)
 17.97

SEE2 0.41
 (0.02)
 21.44

SEE3 0.23
 (0.02)

12.59

SEE4 0.42
 (0.02)
 17.90

Model 1

Standardized Total and Indirect Effects

Standardized Total Effects of KSI on ETA

BPT

 KTL 0.69
 SEE 0.97

Standardized Indirect Effects of KSI on ETA

BPT

 KTL - -
 SEE 0.11

Standardized Total Effects of ETA on ETA

KTL SEE

 KTL - - - -
 SEE 0.16 - -

Standardized Total Effects of ETA on Y

KTL SEE

 KTL1 0.56 - -
 KTL2 0.60 - -
 KTL3 0.53 - -
 KTL4 0.60 - -
 KTL5 0.53 - -
 KTL6 0.51 - -
 SEE1 0.07 0.43
 SEE2 0.07 0.43
 SEE3 0.04 0.23
 SEE4 0.07 0.43

Completely Standardized Total Effects of ETA on Y

KTL SEE

 KTL1 0.86 - -
 KTL2 0.92 - -

KTL3	0.83	--
KTL4	0.82	--
KTL5	0.90	--
KTL6	0.88	--
SEE1	0.11	0.73
SEE2	0.13	0.83
SEE3	0.08	0.54
SEE4	0.11	0.72

Standardized Indirect Effects of ETA on Y

	KTL	SEE
	-----	-----
KTL1	--	--
KTL2	--	--
KTL3	--	--
KTL4	--	--
KTL5	--	--
KTL6	--	--
SEE1	0.07	--
SEE2	0.07	--
SEE3	0.04	--
SEE4	0.07	--

Completely Standardized Indirect Effects of ETA on Y

	KTL	SEE
	-----	-----
KTL1	--	--
KTL2	--	--
KTL3	--	--
KTL4	--	--
KTL5	--	--
KTL6	--	--
SEE1	0.11	--
SEE2	0.13	--
SEE3	0.08	--
SEE4	0.11	--

Standardized Total Effects of KSI on Y

	BPT

KTL1	0.39
KTL2	0.41
KTL3	0.37
KTL4	0.42
KTL5	0.36
KTL6	0.35
SEE1	0.42
SEE2	0.41
SEE3	0.23
SEE4	0.42

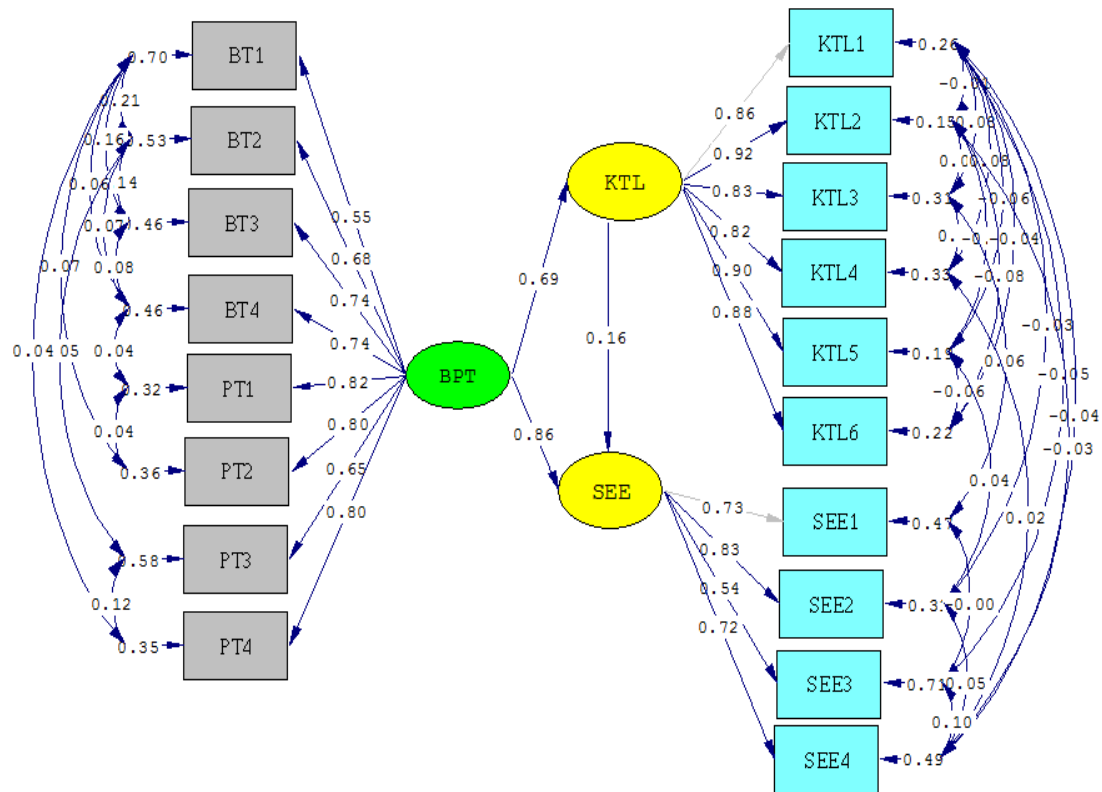
Completely Standardized Total Effects of KSI on Y

BPT	

KTL1	0.59
KTL2	0.64
KTL3	0.57
KTL4	0.56
KTL5	0.62
KTL6	0.61
SEE1	0.71
SEE2	0.80
SEE3	0.52
SEE4	0.69

Time used: 0.063 Seconds

**Results Model 1: Development of a Casual Model for Sustainable Employee
Engagement with Buddhist Psychological Traits by Kalyāṇamitta
Traits of Leader as Mediator**



Chi-Square=79.06, df=63, P-value=0.08334, RMSEA=0.022

**Results Model 2: Development of a Casual Model for Sustainable Employee
Engagement with Buddhist Psychological Traits by
Holding Other Hearts as Mediator**

DATE: 8/27/2018
TIME: 15:21

L I S R E L 8.72

BY

Karl G. Jöreskog & Dag Sörbom

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The following lines were read from file C:\Bundhita_Lisrel Model 2\Bundhita Model2.SPJ:

Bundhita Model2
SYSTEM FILE from file 'C:\Bundhita_Lisrel Model 2\Bundhita Model2.dsf'
Latent Variables PT SEE BT
Relationships
PT1 = PT
PT2 = PT
PT3 = PT
PT4 = PT
SEE1 = SEE
SEE2 = SEE
SEE3 = SEE
SEE4 = SEE
BT1 = BT
BT2 = BT
BT3 = BT
BT4 = BT
SEE = PT
PT = BT
SEE = BT
Path Diagram
Set error covariance of SEE1 and PT2 free
Set error covariance of BT1 and SEE3 free
Set error covariance of PT4 and PT3 free

Set error covariance of SEE3 and PT3 free
 Set error covariance of BT1 and SEE4 free
 Set error covariance of SEE4 and PT3 free
 Set error covariance of SEE4 and SEE3 free
 Set error covariance of SEE4 and SEE2 free
 Set error covariance of BT2 and BT1 free
 Set error covariance of BT3 and SEE2 free
 Set error covariance of BT2 and PT3 free
 Set error covariance of PT4 and PT1 free
 Set error covariance of BT1 and PT1 free
 Set error covariance of BT3 and BT2 free
 Set error covariance of SEE1 and PT3 free
 LISREL OUTPUT: ME= ML RS EF SS SE TV SS SC MI
 End of Problem

Bundhita Model2

Covariance Matrix

	PT1	PT2	PT3	PT4	SEE1	SEE2
PT1	0.27					
PT2	0.21	0.33				
PT3	0.12	0.13	0.19			
PT4	0.17	0.19	0.14	0.26		
SEE1	0.19	0.25	0.11	0.18	0.36	
SEE2	0.19	0.19	0.12	0.18	0.19	0.27
SEE3	0.09	0.10	0.09	0.09	0.10	0.10
SEE4	0.18	0.20	0.14	0.17	0.20	0.20
BT1	1.14	1.30	0.80	1.18	1.30	1.08
BT2	0.17	0.17	0.12	0.15	0.16	0.14
BT3	0.16	0.17	0.11	0.16	0.16	0.14
BT4	0.68	0.67	0.41	0.60	0.69	0.62

Covariance Matrix

	SEE3	SEE4	BT1	BT2	BT3	BT4
SEE3	0.19					
SEE4	0.13	0.36				
BT1	0.31	1.30	19.86			
BT2	0.09	0.15	1.40	0.30		
BT3	0.08	0.14	1.25	0.18	0.25	
BT4	0.35	0.61	4.45	0.64	0.63	3.95

Bundhita Model2

Parameter Specifications

LAMBDA-Y

PT SEE

PT1	0	0
PT2	1	0
PT3	2	0
PT4	3	0
SEE1	0	0
SEE2	0	4
SEE3	0	5
SEE4	0	6

LAMBDA-X

BT	

BT1	7
BT2	8
BT3	9
BT4	10

BETA

	PT	SEE
	-----	-----
PT	0	0
SEE	11	0

GAMMA

BT	

PT	12
SEE	13

PSI

	PT	SEE
	-----	-----
	14	15

THETA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
PT1	16					
PT2	0	17				
PT3	0	0	18			
PT4	19	0	20	21		
SEE1	0	22	23	0	24	
SEE2	0	0	0	0	0	25
SEE3	0	0	26	0	0	0
SEE4	0	0	28	0	0	29

THETA-EPS

	SEE3	SEE4
-----	-----	
SEE3	27	
SEE4	30	31

THETA-DELTA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
-----	-----	-----	-----	-----	-----	-----
BT1	32	0	0	0	0	0
BT2	0	0	36	0	0	0
BT3	0	0	0	0	0	39
BT4	0	0	0	0	0	0

THETA-DELTA-EPS

	SEE3	SEE4
-----	-----	
BT1	33	34
BT2	0	0
BT3	0	0
BT4	0	0

THETA-DELTA

	BT1	BT2	BT3	BT4
-----	-----	-----	-----	-----
BT1	35			
BT2	37	38		
BT3	0	40	41	
BT4	0	0	0	42

Bundhita Model2

Number of Iterations = 88

LISREL Estimates (Maximum Likelihood)

LAMBDA-Y

	PT	SEE
-----	-----	-----
PT1	0.45	--
PT2	0.46	--
	(0.02)	
	22.58	
PT3	0.28	--
	(0.02)	

	16.09	
PT4	0.42	--
	(0.02)	
	21.98	
SEE1	--	0.44
SEE2	--	0.43
	(0.02)	
	19.06	
SEE3	--	0.23
	(0.02)	
	11.79	
SEE4	--	0.42
	(0.03)	
	15.99	

LAMBDA-X

	BT	

BT1	3.01	
	(0.18)	
	16.83	
BT2	0.40	
	(0.02)	
	18.40	
BT3	0.40	
	(0.02)	
	21.32	
BT4	1.59	
	(0.07)	
	21.48	

BETA

	PT	SEE
	-----	-----
PT	--	--
SEE	0.91	--
	(0.15)	
	6.11	

GAMMA

	BT

PT	0.93
	(0.04)
	21.31
SEE	0.07
	(0.14)
	0.48

Covariance Matrix of ETA and KSI

	PT	SEE	BT
	-----	-----	-----
PT	1.00		
SEE	0.97	1.00	
BT	0.93	0.91	1.00

PHI

BT

1.00

PSI

Note: This matrix is diagonal.

PT	SEE
-----	-----
0.14	0.06
(0.03)	(0.03)
4.43	2.11

Squared Multiple Correlations for Structural Equations

PT	SEE
-----	-----
0.86	0.94

Squared Multiple Correlations for Reduced Form

PT	SEE
-----	-----
0.86	0.83

Reduced Form

BT

PT 0.93
 (0.04)
 21.31

SEE 0.91
 (0.05)
 17.26

THETA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
PT1	0.07 (0.01) 11.11					
PT2	-- 0.12 (0.01) 13.96					
PT3	-- -- 0.12 (0.01) 15.56					
PT4	-0.01 -- 0.03 0.08 (0.00) (0.01) (0.01) -2.83 5.33 12.11					
SEE1	-- 0.05 -0.01 -- 0.16 (0.01) (0.01) (0.01) 6.87 -2.43 14.13					
SEE2	-- -- -- -- -- 0.09 (0.01) 11.66					
SEE3	-- -- 0.03 -- -- -- (0.01) 5.85					
SEE4	-- -- 0.03 -- -- 0.02 (0.01) (0.01) 4.30 3.36					

THETA-EPS

	SEE3	SEE4
SEE3	0.14 (0.01) 15.81	

SEE4	0.03	0.18
	(0.01)	(0.01)
	4.40	14.21

Squared Multiple Correlations for Y - Variables

PT1	PT2	PT3	PT4	SEE1	SEE2
-----	-----	-----	-----	-----	-----
0.74	0.65	0.40	0.68	0.55	0.68

Squared Multiple Correlations for Y - Variables

SEE3	SEE4
-----	-----
0.27	0.49

THETA-DELTA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
BT1	-0.13	--	--	--	--	--
	(0.04)					
	-2.94					
BT2	--	--	0.02	--	--	--
		(0.01)				
		3.16				
BT3	--	--	--	--	--	-0.01
					(0.00)	
					-2.94	
BT4	--	--	--	--	--	--

THETA-DELTA-EPS

	SEE3	SEE4
	-----	-----
BT1	-0.34	0.16
	(0.05)	(0.06)
	-6.17	2.63
BT2	--	--
BT3	--	--
BT4	--	--

THETA-DELTA

	BT1	BT2	BT3	BT4
BT1	10.98 (0.75) 14.64			
BT2	0.21 (0.06) 3.43	0.14 (0.01) 13.56		
BT3	-- (0.01) 2.72	0.02 (0.01) 12.50	0.09 (0.01)	
BT4	--	--	--	1.43 (0.11) 12.93

Squared Multiple Correlations for X - Variables

BT1	BT2	BT3	BT4
0.45	0.53	0.64	0.64

Goodness of Fit Statistics

Degrees of Freedom = 36

Minimum Fit Function Chi-Square = 45.26 (P = 0.14)

Normal Theory Weighted Least Squares Chi-Square = 43.87 (P = 0.17)

Estimated Non-centrality Parameter (NCP) = 7.87

90 Percent Confidence Interval for NCP = (0.0 ; 28.79)

Minimum Fit Function Value = 0.084

Population Discrepancy Function Value (F0) = 0.015

90 Percent Confidence Interval for F0 = (0.0 ; 0.053)

Root Mean Square Error of Approximation (RMSEA) = 0.020

90 Percent Confidence Interval for RMSEA = (0.0 ; 0.039)

P-Value for Test of Close Fit (RMSEA < 0.05) = 1.00

Expected Cross-Validation Index (ECVI) = 0.24

90 Percent Confidence Interval for ECVI = (0.22 ; 0.28)

ECVI for Saturated Model = 0.29

ECVI for Independence Model = 19.56

Chi-Square for Independence Model with 66 Degrees of Freedom = 10518.21

Independence AIC = 10542.21

Model AIC = 127.87

Saturated AIC = 156.00

Independence CAIC = 10605.71

Model CAIC = 350.12

Saturated CAIC = 568.74

Normed Fit Index (NFI) = 1.00
 Non-Normed Fit Index (NNFI) = 1.00
 Parsimony Normed Fit Index (PNFI) = 0.54
 Comparative Fit Index (CFI) = 1.00
 Incremental Fit Index (IFI) = 1.00
 Relative Fit Index (RFI) = 0.99

Critical N (CN) = 699.06

Root Mean Square Residual (RMR) = 0.045
 Standardized RMR = 0.016
 Goodness of Fit Index (GFI) = 0.99
 Adjusted Goodness of Fit Index (AGFI) = 0.97
 Parsimony Goodness of Fit Index (PGFI) = 0.46

Bundhita Model2

Fitted Covariance Matrix

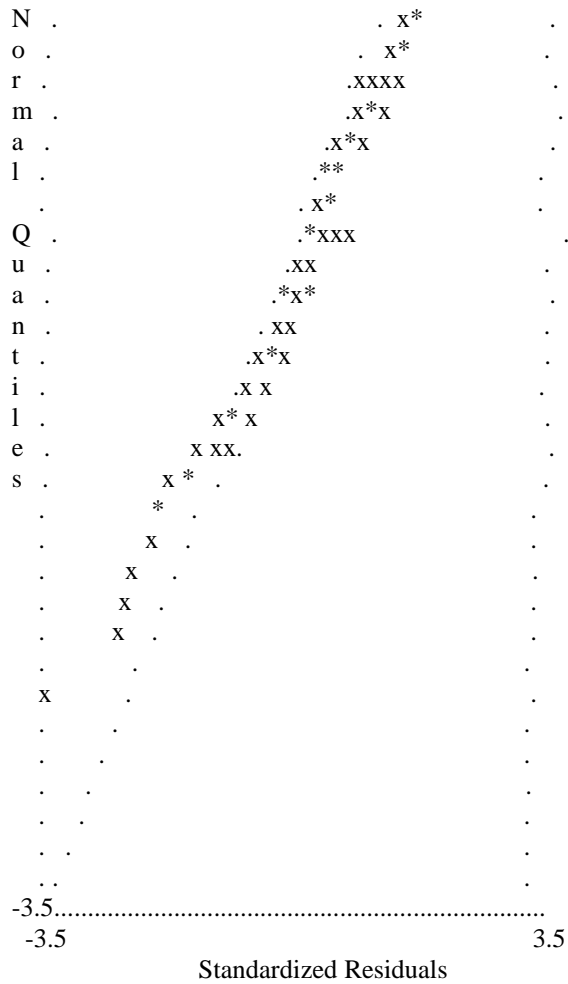
	PT1	PT2	PT3	PT4	SEE1	SEE2
PT1	0.27					
PT2	0.21	0.33				
PT3	0.13	0.13	0.20			
PT4	0.17	0.19	0.14	0.26		
SEE1	0.19	0.25	0.11	0.18	0.36	
SEE2	0.18	0.19	0.12	0.17	0.19	0.27
SEE3	0.10	0.10	0.09	0.09	0.10	0.10
SEE4	0.18	0.19	0.14	0.17	0.19	0.20
BT1	1.12	1.28	0.78	1.16	1.21	1.16
BT2	0.17	0.17	0.12	0.15	0.16	0.15
BT3	0.17	0.17	0.10	0.15	0.16	0.14
BT4	0.66	0.68	0.41	0.61	0.64	0.61

Fitted Covariance Matrix

	SEE3	SEE4	BT1	BT2	BT3	BT4
SEE3	0.19					
SEE4	0.13	0.36				
BT1	0.28	1.31	20.03			
BT2	0.08	0.15	1.41	0.30		
BT3	0.08	0.15	1.20	0.18	0.25	
BT4	0.33	0.61	4.77	0.63	0.63	3.95

Fitted Residuals

	PT1	PT2	PT3	PT4	SEE1	SEE2
PT1	0.00					
PT2	0.00	0.00				
PT3	0.00	0.00	0.00			



Bundhita Model2

Modification Indices and Expected Change

Modification Indices for LAMBDA-Y

	PT	SEE
PT1	--	5.29
PT2	--	0.57
PT3	--	0.03
PT4	--	3.14
SEE1	0.00	--
SEE2	2.69	--
SEE3	1.84	--
SEE4	0.28	--

Expected Change for LAMBDA-Y

PT	SEE
----	-----

PT1	--	-0.47
PT2	--	0.20
PT3	--	-0.03
PT4	--	0.33
SEE1	0.01	--
SEE2	0.46	--
SEE3	-0.24	--
SEE4	-0.14	--

Standardized Expected Change for LAMBDA-Y

	PT	SEE
	-----	-----
PT1	--	-0.47
PT2	--	0.20
PT3	--	-0.03
PT4	--	0.33
SEE1	0.01	--
SEE2	0.46	--
SEE3	-0.24	--
SEE4	-0.14	--

Completely Standardized Expected Change for LAMBDA-Y

	PT	SEE
	-----	-----
PT1	--	-0.91
PT2	--	0.34
PT3	--	-0.08
PT4	--	0.66
SEE1	0.02	--
SEE2	0.88	--
SEE3	-0.56	--
SEE4	-0.24	--

No Non-Zero Modification Indices for LAMBDA-X

No Non-Zero Modification Indices for BETA

No Non-Zero Modification Indices for GAMMA

No Non-Zero Modification Indices for PHI

No Non-Zero Modification Indices for PSI

Modification Indices for THETA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
PT1	--					
PT2	3.52	--				
PT3	0.97	0.52	--			

PT4	--	2.69	--	--		
SEE1	5.12	--	--	0.33	--	
SEE2	1.67	0.00	0.06	2.21	2.47	--
SEE3	3.11	0.01	--	0.63	0.41	0.54
SEE4	1.19	1.26	--	0.12	0.55	--

Modification Indices for THETA-EPS

	SEE3	SEE4
	-----	-----
SEE3	--	
SEE4	--	--

Expected Change for THETA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
PT1	--					
PT2	0.01	--				
PT3	0.00	0.00	--			
PT4	--	-0.01	--	--		
SEE1	-0.01	--	--	0.00	--	
SEE2	0.01	0.00	0.00	0.01	-0.01	--
SEE3	-0.01	0.00	--	0.00	0.00	0.00
SEE4	-0.01	0.01	--	0.00	0.01	--

Expected Change for THETA-EPS

	SEE3	SEE4
	-----	-----
SEE3	--	
SEE4	--	--

Completely Standardized Expected Change for THETA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
PT1	--					
PT2	0.04	--				
PT3	-0.02	0.01	--			
PT4	--	-0.03	--	--		
SEE1	-0.04	--	--	0.01	--	
SEE2	0.02	0.00	-0.01	0.03	-0.04	--
SEE3	-0.04	0.00	--	-0.02	0.01	0.02
SEE4	-0.02	0.02	--	0.01	0.02	--

Completely Standardized Expected Change for THETA-EPS

	SEE3	SEE4
	-----	-----
SEE3	--	
SEE4	--	--

Modification Indices for THETA-DELTA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
BT1	--	0.01	0.00	0.09	0.99	1.64
BT2	0.13	0.84	--	0.01	0.52	2.57
BT3	0.01	0.04	0.27	0.57	1.17	--
BT4	1.46	1.25	0.00	1.89	4.24	0.09

Modification Indices for THETA-DELTA-EPS

	SEE3	SEE4
	-----	-----
BT1	--	--
BT2	0.53	0.23
BT3	0.33	3.72
BT4	0.27	0.08

Expected Change for THETA-DELTA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
BT1	--	0.00	0.00	0.01	0.05	-0.07
BT2	0.00	0.00	--	0.00	0.00	-0.01
BT3	0.00	0.00	0.00	0.00	-0.01	--
BT4	0.02	-0.02	0.00	-0.03	0.05	0.01

Expected Change for THETA-DELTA-EPS

	SEE3	SEE4
	-----	-----
BT1	--	--
BT2	0.00	0.00
BT3	0.00	-0.01
BT4	0.01	0.01

Completely Standardized Expected Change for THETA-DELTA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
BT1	--	0.00	0.00	0.01	0.02	-0.03
BT2	0.01	-0.02	--	0.00	0.01	-0.03
BT3	0.00	0.00	0.01	0.01	-0.02	--
BT4	0.02	-0.02	0.00	-0.02	0.04	0.01

Completely Standardized Expected Change for THETA-DELTA-EPS

	SEE3	SEE4
	-----	-----
BT1	--	--
BT2	0.02	0.01
BT3	0.01	-0.04
BT4	0.01	0.01

Modification Indices for THETA-DELTA

	BT1	BT2	BT3	BT4
-----	-----	-----	-----	-----
BT1	--			
BT2	--	--		
BT3	3.58	--	--	
BT4	3.78	0.70	0.36	--

Expected Change for THETA-DELTA

	BT1	BT2	BT3	BT4
-----	-----	-----	-----	-----
BT1	--			
BT2	--	--		
BT3	0.11	--	--	
BT4	-0.40	0.02	-0.01	--

Completely Standardized Expected Change for THETA-DELTA

	BT1	BT2	BT3	BT4
-----	-----	-----	-----	-----
BT1	--			
BT2	--	--		
BT3	0.05	--	--	
BT4	-0.04	0.02	-0.01	--

Maximum Modification Index is 5.29 for Element (1, 2) of LAMBDA-Y

Bundhita Model2

Standardized Solution

LAMBDA-Y

	PT	SEE
-----	-----	-----
PT1	0.45	--
PT2	0.46	--
PT3	0.28	--
PT4	0.42	--
SEE1	--	0.44
SEE2	--	0.43
SEE3	--	0.23
SEE4	--	0.42

LAMBDA-X

	BT
-----	-----
BT1	3.01
BT2	0.40

BT3 0.40
BT4 1.59

BETA

	PT	SEE
PT	--	--
SEE	0.91	--

GAMMA

	BT
PT	0.93
SEE	0.07

Correlation Matrix of ETA and KSI

	PT	SEE	BT
PT	1.00		
SEE	0.97	1.00	
BT	0.93	0.91	1.00

PSI

Note: This matrix is diagonal.

	PT	SEE
	0.14	0.06

Regression Matrix ETA on KSI (Standardized)

	BT
PT	0.93
SEE	0.91

Bundhita Model2

Completely Standardized Solution

LAMBDA-Y

	PT	SEE
PT1	0.86	--
PT2	0.80	--
PT3	0.63	--
PT4	0.82	--
SEE1	--	0.74
SEE2	--	0.82

SEE3	--	0.52
SEE4	--	0.70

LAMBDA-X

BT	

BT1	0.67
BT2	0.73
BT3	0.80
BT4	0.80

BETA

	PT	SEE
	-----	-----
PT	--	--
SEE	0.91	--

GAMMA

BT	

PT	0.93
SEE	0.07

Correlation Matrix of ETA and KSI

	PT	SEE	BT
	-----	-----	-----
PT	1.00		
SEE	0.97	1.00	
BT	0.93	0.91	1.00

PSI

Note: This matrix is diagonal.

	PT	SEE
	-----	-----
	0.14	0.06

THETA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
PT1	0.26					
PT2	--	0.35				
PT3	--	--	0.60			
PT4	-0.05	--	0.12	0.32		
SEE1	--	0.15	-0.05	--	0.45	
SEE2	--	--	--	--	--	0.32
SEE3	--	--	0.16	--	--	--
SEE4	--	--	0.10	--	--	0.08

THETA-EPS

	SEE3	SEE4
	-----	-----
SEE3	0.73	
SEE4	0.12	0.51

THETA-DELTA-EPS

	PT1	PT2	PT3	PT4	SEE1	SEE2
	-----	-----	-----	-----	-----	-----
BT1	-0.06	--	--	--	--	--
BT2	--	--	0.07	--	--	--
BT3	--	--	--	--	--	-0.05
BT4	--	--	--	--	--	--

THETA-DELTA-EPS

	SEE3	SEE4
	-----	-----
BT1	-0.17	0.06
BT2	--	--
BT3	--	--
BT4	--	--

THETA-DELTA

	BT1	BT2	BT3	BT4
	-----	-----	-----	-----
BT1	0.55			
BT2	0.08	0.47		
BT3	--	0.06	0.36	
BT4	--	--	--	0.36

Regression Matrix ETA on KSI (Standardized)

	BT

PT	0.93
SEE	0.91

Bundhita Model2

Total and Indirect Effects

Total Effects of KSI on ETA

	BT

PT	0.93
	(0.04)
	21.31

SEE 0.91
 (0.05)
 17.26

Indirect Effects of KSI on ETA

 BT

 PT - -

 SEE 0.84
 (0.14)
 6.00

Total Effects of ETA on ETA

	PT	SEE
	-----	-----
PT	- -	- -
SEE	0.91	- -
	(0.15)	
	6.11	

Largest Eigenvalue of $B*B'$ (Stability Index) is 0.825

Total Effects of ETA on Y

	PT	SEE
	-----	-----
PT1	0.45	- -
PT2	0.46	- -
	(0.02)	
	22.58	
PT3	0.28	- -
	(0.02)	
	16.09	
PT4	0.42	- -
	(0.02)	
	21.98	
SEE1	0.40	0.44
	(0.07)	
	6.11	
SEE2	0.39	0.43

	(0.06)	(0.02)
	6.23	19.06
SEE3	0.20	0.23
	(0.04)	(0.02)
	5.73	11.79
SEE4	0.38	0.42
	(0.06)	(0.03)
	6.09	15.99

Indirect Effects of ETA on Y

	PT	SEE
	-----	-----
PT1	--	--
PT2	--	--
PT3	--	--
PT4	--	--
SEE1	0.40	--
	(0.07)	
	6.11	
SEE2	0.39	--
	(0.06)	
	6.23	
SEE3	0.20	--
	(0.04)	
	5.73	
SEE4	0.38	--
	(0.06)	
	6.09	

Total Effects of KSI on Y

	BT

PT1	0.41
	(0.02)
	21.31
PT2	0.43
	(0.02)
	19.57

PT3 0.26
 (0.02)
 14.88

PT4 0.38
 (0.02)
 20.17

SEE1 0.40
 (0.02)
 17.26

SEE2 0.39
 (0.02)
 19.37

SEE3 0.20
 (0.02)
 11.85

SEE4 0.38
 (0.02)
 16.13

Bundhita Model2

Standardized Total and Indirect Effects

Standardized Total Effects of KSI on ETA

BT

 PT 0.93
 SEE 0.91

Standardized Indirect Effects of KSI on ETA

BT

 PT - -
 SEE 0.84

Standardized Total Effects of ETA on ETA

	PT	SEE
PT	- -	- -
SEE	0.91	- -

Standardized Total Effects of ETA on Y

PT	SEE

	PT	SEE
PT1	0.45	--
PT2	0.46	--
PT3	0.28	--
PT4	0.42	--
SEE1	0.40	0.44
SEE2	0.39	0.43
SEE3	0.20	0.23
SEE4	0.38	0.42

Completely Standardized Total Effects of ETA on Y

	PT	SEE
PT1	0.86	--
PT2	0.80	--
PT3	0.63	--
PT4	0.82	--
SEE1	0.68	0.74
SEE2	0.75	0.82
SEE3	0.47	0.52
SEE4	0.64	0.70

Standardized Indirect Effects of ETA on Y

	PT	SEE
PT1	--	--
PT2	--	--
PT3	--	--
PT4	--	--
SEE1	0.40	--
SEE2	0.39	--
SEE3	0.20	--
SEE4	0.38	--

Completely Standardized Indirect Effects of ETA on Y

	PT	SEE
PT1	--	--
PT2	--	--
PT3	--	--
PT4	--	--
SEE1	0.68	--
SEE2	0.75	--
SEE3	0.47	--
SEE4	0.64	--

Standardized Total Effects of KSI on Y

BT

PT1	0.41
PT2	0.43
PT3	0.26
PT4	0.38
SEE1	0.40
SEE2	0.39
SEE3	0.20
SEE4	0.38

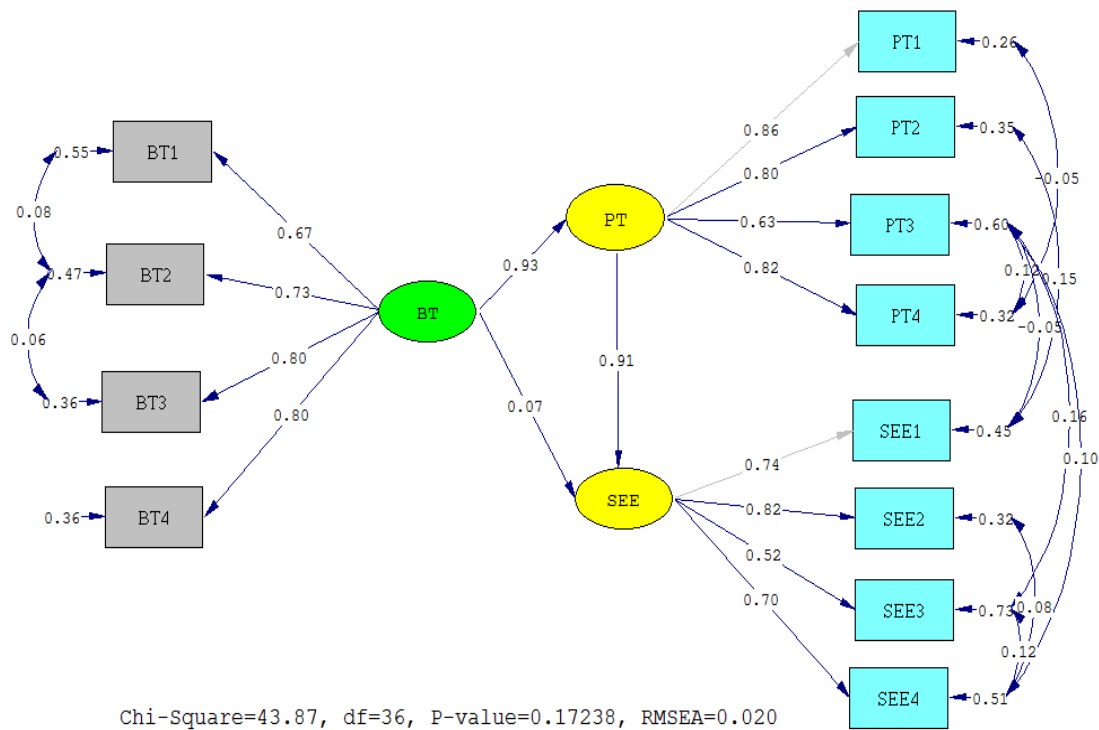
Completely Standardized Total Effects of KSI on Y

BT	

PT1	0.80
PT2	0.74
PT3	0.59
PT4	0.76
SEE1	0.68
SEE2	0.75
SEE3	0.47
SEE4	0.64

Time used: 0.031 Seconds

Results Model 2: Development of a Casual Model for Sustainable Employee Engagement with Buddhist Psychological Traits by Holding Other Hearts as Mediator



APPENDIX IV

Certificate of International Conference

CERTIFICATE

The International Conference on Research in Psychology

Certificate of Oral presentation

Presented to

Bundhita Thiratsitsakun

Who participated in the International Conference on Research in Psychology
and presented the paper

"Buddhist Psychological Traits for Sustainable Employee Engagement"



Farzam Chakherlouy
Chairman of Organizing Committee

7 -9 March, 2019
London, United Kingdom

www.icrpconf.org

ICRPCONF-I-156

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