

Original Article

Influence of Quality of Working Life on Job Satisfaction, Organizational Trust, and Employee Engagement: A Case Study of the Multinational Company in Bangkok, Thailand

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Abstract - This empirical research investigates the influence of the quality of working life (QWL) on the job satisfaction (JS), organizational trust (OT) and employee engagement (EE) of multinational company workers in the Thai setting. A quantitative method was used in this study that was carried out with a sample of 450 multinational company workers in Bangkok, Thailand, using a validated questionnaire and structural equation modeling (SEM). The results revealed that QWL has a moderate to strong significant impact on JS ($\beta = 0.6593^{***}$), as EE ($\beta = 0.5231^{***}$) and OT ($\beta = 0.3886^{***}$), whereas JS has a positive impact on OT ($\beta = 0.3751^{***}$) and EE ($\beta = 0.2688^{**}$). Furthermore, OT positively impacts EE ($\beta = 0.1646^{**}$). Furthermore, QWL has an indirect effect on EE through JS ($\beta = 0.2818^{***}$), OT through JS ($\beta = 0.2473^{***}$), and JS has an indirect impact on EE through OT ($\beta = 0.0617^*$). It proves that the quality of working life has created, which increases job satisfaction, organizational trust and employee engagement.

Keywords - Quality of working life, Job satisfaction, Organizational trust, Employee engagement, Structural equation modeling, Multinational company.

1. Introduction

Nowadays, multinational companies (MNCs) have proliferated, and Thailand's government has been actualizing regulatory changes and offering business incentives to predispose them. These policies have been highly influential in retaining MNCs that originated in Thailand and encouraging foreign MNCs to run business in Thailand [1]. Furthermore, MNCs create and diffuse new knowledge and technologies to support Thailand's economic development by engaging in local research and development [2]. Although MNCs can provide major usefulness for Thailand in economic growth, job creation, and innovation, their ability to support economic development varies based on their effectiveness, which in turn depends on the performance of their employees [3].

With the globalization of businesses, the movement of employees from their region to other territories is now challenging testing for numerous employees worldwide [4]. Moving out of their home country could significantly affect an individual's adjustment to the new environment [4]. These effects could range from culture shock at the duty station or upon return, family and social tensions, loss of status, homesickness, and physical and psychological stress [5,6,7].

All these could affect employee productivity, as research has found a significant effect on employee engagement. Finally, layoffs, pay cuts, and furloughs have increased levels of job insecurity and economic loss, resulting in increased levels of uncertainty among workers [8]. All this pressure at work represents an important threat to the quality of the working life of employees [9].

Today, the quality of working life has become an important issue for organizations to achieve employee satisfaction. Organizations are trying to improve the quality of working life to retain and attract the most talented employees [10]. Quality of work life is essentially a multidimensional concept and a way of thinking about people, jobs and organizations, that is, employees' mental perceptions of their physical and mental needs in the workplace. Furthermore, the quality of working life can be interpreted as a process carried out by an organization to ensure welfare, job security, job satisfaction, reward, benefits, and employee involvement in achieving organizational goals [11]. Therefore, quality of working life is essential for organizational performance, influencing employee motivation at work [12]. However, employees with good quality of working life may also have low engagement [13].



The objective of this empirical research was to investigate the influence of the quality of working life (QWL) on job satisfaction (JS), organizational trust (TRUST), and employee engagement (EE) of a multinational company in Bangkok, Thailand. Moreover, it investigates both direct and indirect influences of the variable factors on employee engagement. Finally, it proposes courses of action to increase the organization's engagement of employees in the multinational company.

2. Theoretical Review

2.1. Quality of Working Life (QWL)

Since the beginning of the industrial revolution, the quality of working life (QWL) launched as a saying of magnitude [14]. QWL is a process in that organizations responds to employee needs by developing mechanisms to enable them to share fully in making decisions that design their lives in the workplace. In other words, this refers to the relationship between workers and their environment, such as social, technical and economic [15]. QWL has an effect on the success of organizational objectives. Employees' quality of working life is directly related to various desirable organizational outcomes, including reduced absenteeism, tardiness frequency, reduced healthcare costs and turnover [16].

2.2. Job Satisfaction (JS)

Job satisfaction (JS) is one of the most studied organizational behavior and a topic of broad interest in employees and company managers [17]. Innumerable definitions of job satisfaction incline to focus on how employees feel and think about their work [18]. Job satisfaction is defined as the happy or positive emotions that result from assessing a person's work and work experience [19]. Herzberg developed a motivational theory that affects job satisfaction in two categories: motivators (intrinsic factors) and hygiene (extrinsic factors). Intrinsic job satisfaction includes achievement, recognition, responsibility, advancement, growth, and the work itself [20]. Intrinsic job satisfaction includes supervision, work conditions, co-workers, pay, policies, job security, status and the worker's personal life. Thus, organisations should develop strategies to enhance employees' intrinsic and extrinsic job satisfaction.

2.3. Organizational Trust (OT)

There are three classifications of trust in organizations (1) inter-organizational trust, which concerns the reliance between organizations, and (2) intra-organizational trust, which describes the relationship between employees and managers within an organization. (3) Finally, interpersonal trust refers to the trust in teams [21]. About its definition organizational trust (OT) has been defined in several meanings in literature. [22] explained organizational trust as a personality form in that it is an expectancy where others' words and actions could be depended upon. This personality-based aspect of trust was dispositional trust and trust

propensity [23, 24]. Organizational trust is the belief of an individual or a group that working in the organization will try to act in obligation with their commitments [25].

2.4. Employee Engagement (EE)

Employee engagement (EE) was defined in various ways. Kahn introduced the concept of 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" [49]. In simple terms, EE is defined as employees' high emotional relationship feeling about their organization that influences them to make a greater effort for their work [27]. Employee engagement refers to employees' intellectual and emotional commitment towards the organization in carrying out its work [28].

Hypothesis

The hypothesized structural equation model (SEM) with the following (see Figure 1):

- H1: The quality of working life (QWL) has an impact on job satisfaction (JS)
- H2: The quality of working life (QWL) has an impact on employee engagement (EE)
- H3: The quality of working life (QWL) has an impact on the organizational trust (OT)
- H4: The job satisfaction (JS) has an impact on organizational trust (OT)
- H5: The job satisfaction (JS) has an impact on the employee engagement (EE)
- H6: The organizational trust (OT) has an impact on the employee engagement (EE)

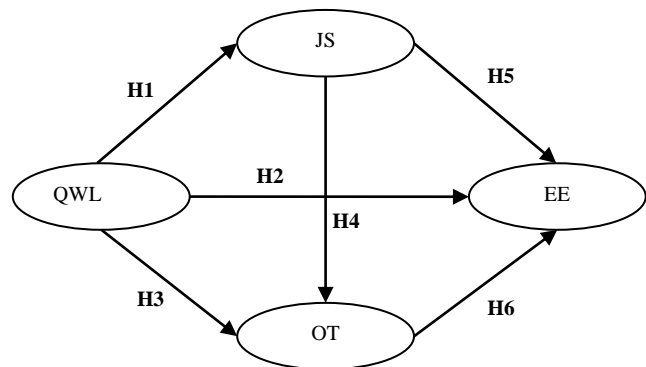


Fig. 1 The hypothesis model of the influence of the Quality of Working Life (QWL) on Job Satisfaction (JS), Organizational Trust (OT) and Employee Engagement (EE) of the Multinational Company in Bangkok, Thailand

3. Methodology

3.1. Sample and Data Collection

This study's sample consists of employees in a Multinationalism Company with a working period of more than 1 year totalling 190 employees; this research used a method for determining the sample size using the "10-times

rule” [29]. Purposive used probability sampling with cluster random sampling technique is employed in this study as a sampling technique. The population was sub-segmented using purposive sampling to select companies to obtain information most relevant to the research objectives and within each subgroup. The research team has characterized that must have employees for all positions for differences within the group, and every company must have similar characteristics. Then, simple random sampling and or convenience sampling were used to obtain complete samples.

This study opted for the partial least squares method of data analysis employing Smart PLS version 4.0. PLS-SEM broadly recognized systematic multivariate processes applied to estimation path models. Smart PLS is the complete programming for directing PLS-SEM examinations [30]. The reason for using Partial Least Square analysis (PLS) in this study is to confirm previous theories about the QWL effect on JS, OT and EE. The appraisal results include a two-step approach: (1) the evaluation of measurement models; and (2) the evaluation of the structural model [31].

3.2. Measurement Instrument

The survey for this study was carried out using a questionnaire comprising 52 items. For measuring QWL, 42 items were adopted from [32, 33, 34, 35, 36, 37, 38]. These 52 items represent six dimensions of QWL, such as organization transparency, living standard, education, time use, health and workplace environment. Job satisfaction was measured by 3 items adopted from [35, 39, 40]. Organizational Trust was measured by 2 items adopted from [41]. Further 5 items were taken for measuring Employee Engagement adopted from [42, 35]. The items on the questionnaire were responded to using a 5-points Liker-type scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

4. Results and Findings

4.1. Demographic

In this study, most respondents are male, of 126 respondents (66.30%). Generation Y of 99 respondents (52.10%). Education Level as Bachelor's Degree of 110 respondents (57.90%). Salary of more than 60,000 Baht of 52 respondents (27.40%). Positioning in Top Executive of 144 respondents (75.80%). Years of Work more than 10 years of 63 respondents (33.2%). The majority are married and have children of 89 respondents (46.80%).

4.2. Construction of References

It was evaluated by testing the convergent validity (CV), internal reliability and discriminant validity (DV) [43]. The factor loading permits the assessment of item reliability. All loadings reflective indicators higher than 0.70 [44].

Composite reliability (CR) and Average Variance Extracted (AVE) measured the reliability of the reflective constructs. The CR evaluated the measure of inside

consistency [44]. The results specified that the CR for whole constructs exceeded the cutoff (0.8) [43]. QWL (0.9418); OT (0.9366); JS (0.9154); and EE (0.9093), thus showing the high internal consistency of the measures. Furthermore, AVE scores exceed > 0.50 [44], indicating the construct measures' CV. (See Table 1)

Discriminant validity is checked through the Fornell-Larker criterion [45], cross-loading of the observed variables (see Table 2), and Hetero-Trait/Mono-Trait Ratio (HTMT) correlation (see Table 3). To accomplish this, the score, not be > 0.90 [46]. All the scores of the present research are < 0.90 , substantiating the distinctiveness of whole constructs; further, the variance inflation factor (VIF) is $1.000 - 2.0616$, so $VIF < 3$ has no multicollinearity [43].

4.3. Structural Model and Hypothesis Testing

The structural model examines the constructs' predictive capabilities and causal relationships [44]. The bootstrapping method was employed to estimate the statistical implication of the hypothesized form [43] and propose that besides portraying significant connections, researchers report R^2 , effect size (f^2), and predictive relevance (Q^2). The result of the model found that R^2 values were 0.7236, 0.4839 and 0.4347 for EE, OT and JS, respectively. All R^2 were above 0.25, confirming the validity of the models. The three R^2 values could be implied as follows; (1) QWL, JS and OT could explain the variance of EE by 72.36%; (2) QWL and JS could explain the variance of OT by 48.39%; and (3) QWL could explain the variance of JS by 43.47%. Q^2 value is a criterion of predictive accuracy [47,48] and an indicator of the model's predictive relevance, also known as Stone-Geisser's Q^2 , using the blindfolding procedure. The value of predictive relevance (Q^2) is said to be good if $Q^2 > 0$ [29]. Values of 0.35, 0.15, and 0.02 indicate a large, medium, and small predictive relevance model [47,48]. The results of Q^2 demonstrate that the model has significant predictive relevance as 0.4281 – 0.6444; so, the value of predictive relevance (Q^2) is excellent and large. Following, f^2 indicates effect sizes 0.35, 0.15, and 0.02, respectively. It stated that large, medium, and small effects [50]. The results of f^2 demonstrate that QWL has a large effect on JS ($f^2 = 0.769$) and EE ($f^2 = 0.4801$). In contrast, the QWL effect on OT ($f^2 = 0.1654$) and JS effect on EE ($f^2 = 0.1541$) has a medium impact, whereas the JS effect on EE ($f^2 = 0.1280$) and OT effect on EE ($f^2 = 0.0506$) to small effect. (See Table 4)

The SRMR is defined as the difference between the observed and model-implied correlation matrix. Thus, it allows assessing the average magnitude of the discrepancies between observed and expected correlations as an absolute measure of the (model) fit criterion. A value less than 0.08 [51] is considered a good fit. [52] introduce the SRMR as a goodness-of-fit measure for PLS-SEM that can be used to avoid model misspecification.

Table 1. Results of items loading, AVE, and CR

Construct	Items	Loading	Cronbach's alpha	Rho_A	CR	AVE
QWL	EDU	0.8615	0.9260	0.9388	0.9418	0.7300
	WIT	0.9089				
	HEA	0.8947				
	LV	0.8045				
	TU	0.7965				
	WE	0.8541				
JS	JS1	0.9270	0.8602	0.8614	0.9154	0.7834
	JS2	0.9014				
	JS3	0.8237				
OT	OT1	0.9321	0.8649	0.8711	0.9366	0.8807
	OT2	0.9448				
EE	EE1	0.7527	0.8751	0.8803	0.9093	0.6677
	EE2	0.8556				
	EE3	0.8407				
	EE4	0.8472				
	EE5	0.7846				

Notes: QWL – Quality of Working Life, JS – Job Satisfaction, OT – Organizational Trust, EE – Employee Engagement

Table 2. Fornell - Larker criterion

Construct	Mean	SD	EE	JS	QWL	OT
EE	4.7432	0.7307	0.8172			
JS	5.0123	0.7762	0.7175	0.8851		
QWL	4.5906	0.6743	0.8049	0.6593	0.8544	
OT	4.6684	0.7350	0.6668	0.6313	0.6359	0.9385

Notes: M - Mean; SD – Standardize Deviation

Table 3. Hetero – Trait / Mono - Trait Ratio (HTMT)

Construct	EE	JS	QWL	OT
EE				
JS	0.8206			
QWL	0.8775	0.7237		
OT	0.7662	0.7297	0.6933	

Table 4. Results of R², Q², and f²

Construct	R ²	Q ²	QWL	f ² JS	OT
JS	0.4347	0.4281	0.7690		
OT	0.4839	0.3946	0.1654	0.1541	
EE	0.7236	0.6444	0.4801	0.1280	0.0506

The goodness of fit model using the SRMR criteria meets less than 0.08 [51]. The results SRMR value of 0.0758 indicated this model is a good fit. The overall fit of measurement was measured by the goodness of fit index (GoF), which indicated the reliability of the measurement model [53]. The calculation shown in Table 5; presented the GoF value of 0.6473, which indicated the high level of well fit of the overall model [54, 55].

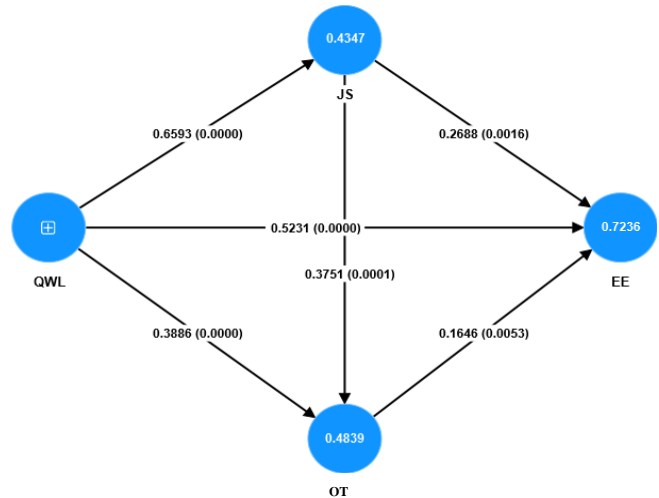


Fig. 2 The structural model assessment of the influence of quality of working life (QWL) on job satisfaction (JS), organizational trust (OT) and employee engagement (EE) of the Multinational Company in Bangkok, Thailand

Table 5. The goodness of Fit Index (GoF)

Construct	AVE	R ²
QWL	0.7300	
JS	0.7834	0.4347
OT	0.8807	0.4839
EE	0.6677	0.7236
GoF*	0.6473	

Remark: *Goodness of Fit (GoF)
 $=\sqrt{((Average AVE) \times (Average R^2))}$

5. Conclusion

This research has investigated the influence of the quality of working life (QWL) on the job satisfaction (JS), organizational trust (OT) and employee engagement (EE) of multinational company workers in the Thai setting. The results revealed that QWL significantly impacted JS, EE and OT ($\beta = 0.6593, 0.5231, 0.3886; p < 0.001$). Empirical support indicated that the QWL have a positive relationship with JS, EE and OT [58, 59, 60, 61, 62]. The finding implies that when the multinational company maintains the quality of working life, it ensures the workers are satisfied with their workplace and work satisfaction. Employees will be able to drive towards personal growth and development, cooperation among members and solving problems effectively in high quality working life.

The result revealed that JS had a significant impact on OT and EE ($\beta = 0.3751; p < 0.001, \beta = 0.268; p < 0.01$), and OT had a significant impact on EE ($\beta = 0.1646; p < 0.01$).

Empirical support indicated that the JS have a positive relationship with OT and EE [63, 64, 65, 66, 67], and OT has a positive relationship with EE [68, 69]. The results suggest that job satisfaction and organizational trust may be significant components of the organizational intervention. Given that related to employee engagement, intervention programs are important in building employees that would be engaged in their work. Moreover, this finding implies that the multinational company should make regular, organization-wide assessments of the nature and levels of trust and job satisfaction of their employees and then design and develop programs and activities to address these needs and improve the environment.

Additionally, the multinational company should consider evaluating and assessing managerial success based on its ability to build a community of staff with high levels of trust, commitment, and job satisfaction to foster employee well-being.

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Table 6. The results of the structural model assessment

Hypothesis	Path Relationship	Effect	Path Coefficient	SD	T statistics	P values	Result
H1	QWL -> JS	DE	0.6593***	0.0505	13.0500	0.0000	Supported
		IE	-	-	-	-	
		TE	0.6593***	0.0505	13.0500	0.0000	
H2	QWL -> EE	DE	0.5231***	0.0674	7.7558	0.0000	Supported
		IE	0.2818***	0.0606	4.6529	0.0000	
		TE	0.8049***	0.0289	27.8675	0.0000	
H3	QWL -> OT	DE	0.3886***	0.0913	4.2572	0.0000	Supported
		IE	0.2473***	0.0688	3.5938	0.0003	
		TE	0.6359***	0.0532	11.9611	0.0000	
H4	JS -> OT	DE	0.3751***	0.0953	3.9348	0.0001	Supported
		IE					
		TE	0.3751***	0.0953	3.9348	0.0001	
H5	JS -> EE	DE	0.2688**	0.0853	3.1491	0.0016	Supported
		IE	0.0617*	0.0259	2.3801	0.0173	
		TE	0.3305***	0.0819	4.0346	0.0001	
H6	OT -> EE	DE	0.1646**	0.0591	2.7866	0.0053	Supported
		IE					
		TE	0.1646**	0.0591	2.7866	0.0053	

Notes: DE - Direct Effect, IE - Indirect Effect, TE - Total Effect, SD - Standardize Deviation, T-Statistics (T – value) meaning as * $p < 0.05$ ($1.960 \leq t$ - value < 2.576), ** $p < 0.01$ ($2.576 = t$ - value < 3.29), *** $p < 0.001$ (t - value ≥ 3.29)

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