

**THE MODERATING EFFECT OF JOB-EMBEDDEDNESS ON
THE RELATIONSHIPS BETWEEN ORGANIZATIONAL
SOCIALIZATION WITH EMPLOYEE'S PERFORMANCE,
AND WITH WELL-BEING OF SALESPERSONS
IN THAILAND**

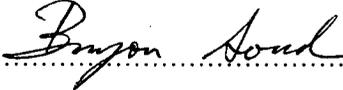
Charatpong Chotigavanich

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy
(Human Resource and Organization Development)
School of Human Resources Development
National Institute of Development Administration**

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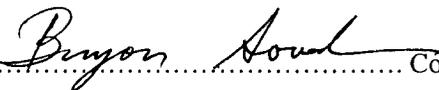
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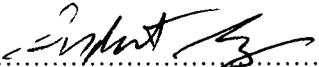
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ABSTRACT

Title of Dissertation	The Moderating Effect of Job-Embeddedness on the Relationships between Organizational Socialization with Employee's Performance, and with Well-Being of Salespersons in Thailand
Author	Mr. Charatpong Chotigavanich
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Organizational socialization and job-embeddedness are among the tools and interventions that have long been used by practitioners to help newcomers better adjust to corporate culture (Cooper-Thomas & Anderson, 2005) and increase employees' retention (Mitchell, Holtom & Lee, 2001) respectively. This study examines the relationships between organizational socialization with employee's performance and organizational socialization with well-being of salespersons in Bangkok, Thailand. It also aims at exploring the moderating effect of job-embeddedness on those relationships. Understanding the relationships and the moderating effect of the variables as mentioned above can provide corporates with deeper insights on how to enhance employees' productivity and capability. Data were collected from 422 salespersons of consumer product, cosmetics, consumer real estates, and whole sale pharmaceutical companies in Thailand. Data analyses showed statistically significant and positive relationships between organizational socialization with employee's performance and organizational socialization with well-being. The analysis also indicated the moderating effect of job-embeddedness on the relationship between organizational socialization with employee's performance, but not on the relationship between organizational socialization and well-being. Further detailed analysis also

showed that the link component of job-embeddedness had the strongest effect among the three with sacrifice being the second, and fit being the least. Future research can be performed to investigate whether occupation uniqueness in salespersons or Eastern culture of Thailand may play an important role in these findings.

Keywords: organizational socialization, job embeddedness, performance, well-being, sales personnel, Thailand

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Five years ago, the Degree of Doctor of Philosophy did not appear on my radar screen until Ajarn Bung-on Sorod gave me an introduction to learning opportunity that the program could provide. Back in 2000, while I was doing my undergraduate degree in engineering, I always thought that human resource was not as important as technology or finance. However, after working in real industries for several years, I have come to realize that it is all about people that drive businesses forward. Organizations that place employees on their core value are the ones that thrive and grow with consistency and sustainability. Therefore, human resource management and development are the at the center of all these growths. After all, human resource is the real heart and soul of businesses (pun intended). So, I would like to take this opportunity to acknowledge and thank Ajarn Bung-on heartfully for her inspiration, guidance, and help to get me through this program. Without her, I would never dream of applying, let alone graduating from this program. I have learned tremendously from her. In addition, I would like to also acknowledge and thank both Ajarn Wichai Utsahajit and Ajarn Sudarat Sarnswang for providing supervision, comments, and sacrifice of their valuable time despite their busy schedules. Without the help of these three distinguished individuals, I would never have learned this much.

Learning is a life-long process, and PhD program at NIDA requires quite an endeavor to complete. Along the way, I have met and learned from many individuals including all the Ajarns who taught all the classes along with my fellow PhD candidates in Batch 4, 5, and 6. They are the ones who provided me with strength and companion, so I knew I did not walk alone on this journey. They all have inspired me to keep learning inside and outside of the classroom. I would also like to thank Khun Tum, an ex-student of Ajarn Bung-on, who provided valuable lessons more about statistics and regression. I thank the administrative team at HROD programs who helped coordinate and facilitated everything behind the scene.

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TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vii
LIST OF TABLES	ix
LIST OF FIGURES	xi
CHAPTER 1 INTRODUCTION	1
1.1 Statement of Research Problem	1
1.2 Purpose of the Study	2
1.3 Significance of the Study	2
CHAPTER 2 LITERATURE REVIEW	4
2.1 Employee Performance	4
2.2 Employee's Wellbeing	6
2.3 Organizational Socialization	8
2.4 Job Embeddedness	12
2.5 Organizational Socialization and Employee Performance	14
2.6 Organizational Socialization and Employee's Well-Being	15
2.7 The Effect of Job Embeddedness	16
2.8 Research Framework	18
2.9 Hypotheses	19

CHAPTER 3	METHODS	20
3.1	Participants and Data Collection	20
3.2	Measurement	20
3.3	Pilot Study and Scale Analysis	22
3.4	Data Analysis	31
CHAPTER 4	RESULTS	33
4.1	Demographic of Participant Pool	33
4.2	Relationship between Organizational Socialization and Role-Based Performance.	35
4.3	Relationship between Organizational Socialization and Employee's Well-Being	38
4.4	Moderating Effect of Job-Embeddedness on the relationship between Organizational Socialization and Employee Performance	45
4.5	Moderating Effect of Job-Embeddedness on the Relationship between Organizational Socialization and Well-Being	55
CHAPTER 5	SUMMARY, DISCUSSION, AND RECOMMENDATIONS	64
5.1	Summary	64
5.2	Discussion	65
5.3	Implications	68
5.4	Limitation of the Study and Recommendation for Future Research	70
	BIBLIOGRAPHY	71
	APPENDIX	83
	BIOGRAPHY	97

LIST OF TABLES

Tables	Page
3.1 Characteristics of 100 Participants in Pilot Study	22
3.2 Cronbach's Alpha for subscale of Well-Being	24
3.3 Cronbach's Alpha for each stage of Organizational Socialization	24
3.4 Cronbach's Alpha for each dimension of Job Embeddedness	25
3.5 Cronbach's Alpha for each subscale of Role-Based Performance	25
3.6 Cronbach's Alpha of Each Item if Deleted in Team Role-Based Performance	26
3.7 T-Test for Well-Being	26
3.8 T-Test for Organizational Socialization	28
3.9 T-Test for Job Embeddedness	29
3.10 T-Test for Role-Based Performance	30
3.11 Cronbach's Alpha Values of the questionnaires (422 Participants)	31
4.1 Demographic Characteristics of 422 Participants in Main Study	34
4.2 Correlation between Organizational Socialization and Role-Based Performance	36
4.3 Linear Regression Model between Organizational Socialization and Role-Based Performance	37
4.4 Correlation between Organizational Socialization and Well-Being	39
4.5 Linear Regression Model between Organizational Socialization and Employee's Well-Being	40
4.6 Correlation between Job-Embeddedness and Role-Based Performance	41
4.7 Correlation between Job-Embeddedness and Well-Being	42
4.8 Correlation between Job-Embeddedness and Organizational Socialization	43

4.9	Correlation between Role-Based Performance and Well-Being	44
4.10	Two-Stepped Linear Regression of Organizational Socialization and Job-Embeddedness on Role-Based Performance	46
4.11	Two-Stepped Linear Regression of Organizational Socialization and Link Component in Job-Embeddedness on Role-Based Performance	49
4.12	Two-Stepped Linear Regression of Organizational Socialization and Fit Component in Job-Embeddedness on Role-Based Performance	51
4.13	Two-Stepped Linear Regression of Organizational Socialization and Sacrifice Component in Job-Embeddedness on Role-Based Performance	53
4.14	Two-Stepped Linear Regression of Organizational Socialization and Job-Embeddedness on Well-Being	56
4.15	Two-Stepped Linear Regression of Organizational Socialization and Link Component of Job-Embeddedness on Well-Being	58
4.16	Two-Stepped Linear Regression of Organizational Socialization and Fit Component of Job-Embeddedness on Well-Being	60
4.17	Two-Stepped Linear Regression of Organizational Socialization and Sacrifice Component of Job-Embeddedness on Well-Being	62

LIST OF FIGURES

Figures	Page
2.1 Research framework of this study	18
4.1 Two-Way Interaction Plot of Moderating Effect of Job Embeddedness on the Relationship of Organizational Socialization and Role-Based Performance	48

CHAPTER 1

INTRODUCTION

1.1 Statement of Research Problem

In today increasingly competitive business environment, firms whose employees are high performing and happy tend to have higher competitiveness, more profitability, better customer-loyalty, and lower rates of turnover (Welbourne, Johnson, & Erez, 1998; Harter, Schmidt, & Keyes, 2003). In sales department, whose main function is primarily to generate revenue, both employees' qualities of high performance and well-being are then very important for companies. Therefore, organizations try to employ various training tools and intervention for employees to be more productive, efficient, and happy. Organizational socialization is one such tool that attempts to systematically integrate newcomers so that they learn and adjust to become more effective in their new work roles (Cooper-Thomas & Anderson, 2005). In addition to organizational socialization which helps integrate new employees, firms also utilize tactics to help retain existing ones from leaving companies. Job embeddedness is one such tactic that has long been studied of its role on reducing employees' turnover (Mitchell, Holtom & Lee, 2001). For example, Fink, and Sagas (2005) suggested that companies should increase perceived organizational embeddedness to lower turnover rate. In 2014, Cheng published a longitudinal study in Taipei and found that, for insurance agents, sales training and job embeddedness were positively associated with agents' income and negatively associated with turnover. Although there are many research studies involving organizational socialization and job embeddedness, there are few researches in Thailand that study the moderating effects of job embeddedness on employee's job performance and well-being (Nuttaporn Jariyapanya, 2013). Therefore, it is interesting to investigate how organizational socialization, together with job embeddedness, will have an impact on sales personnel's performance and well-being in Thailand.

1.2 Purpose of the Study

The purpose of this study is to examine the relationship among organizational socialization, job embeddedness, employee's performance, and employee's well-being of sales personnel in Thailand. Specifically, this study aims to explore the relationship between organizational socialization and employee's performance and between organizational socialization and employee's well-being. Then, the study explores the moderating effect of job embeddedness on these two relationships. Based on quantitative research framework, the scope of this study is limited to sales occupation of organizations whose headquarter and main operation in Thailand.

1.3 Significance of the Study

Sales personnel is one of the main functions in any organization because it brings in the main source of cash and revenue to the companies. Therefore, understanding the motivation of sales personnel is the key development of any company. For organizations that rely heavily on sales personnel, the performance and well-being of these employees are vital to the success and growth of the companies. Individuals with high performance indicators usually have better career advancement and higher level of self-motivation than others (Welbourne, Johnson & Erez, 1998). Evidences show that employees with high work performance tend to work beyond their stated job description (Lawler, 1986) and have better career path than the low performance ones (VanScotter, Motowidlo, & Cross, 2000). Therefore, it is reasonable for organizations to create a working environment that fosters and encourages high performing employees to stay, thrive, and learn. Understanding the related theories, factors, and applications of this research can help human resource practitioners improve organization performance. Despite many studies on relationships between organizational socialization, well-being, and employee performance, there is no direct study that includes the effect of job embeddedness on those relationships on sales personnel in Thailand. The result and finding of this study will benefit both Thai scholars and corporate practitioners alike. Better insight into the

role of job embeddedness will help other researchers to extend and further develop new theories in related topics. For example, additional aspects within Thailand's working environment can also be incorporated into the model such as family ties, religion, and Thailand related cultures. Moreover, Thai practitioners will realize the importance of job embeddedness and adjust their company's policies accordingly to improve the performance of their organizations as well.

Additionally, this study also has implications for further academic researchers. As few studies on moderating effect of job-embeddedness theory for sales personnel in Thai context has been established, this study is then another generalization attempts of the theory and how it affects other relationships and related variables. Also, the questionnaires used in this study can be a good foundation for other related academic researchers for future studies in this region.

CHAPTER 2

LITERATURE REVIEW

In this chapter, the concepts of employee performance, employee-wellbeing, organizational socialization, and job embeddedness in addition to their related theories and research studies are reviewed. Research framework and hypotheses are summarized at the end of this chapter.

2.1 Employee Performance

Performance is qualitative or quantitative degree to which an individual, a team, or an organization can work to achieve a planned target or business objective, whereas performance measurement is a process of determining how successful the planned target or objective can be met (Sinclair & Zairi, 1995). Other scholars also added that in addition to achieve organizations' objectives and visions, the actions should reward both organizations and employees appropriately (Borman & Motowidlo, 1997). While some performance theories focus at organizational level such as high-performance organization (HPO), others focus at individual unit such as theory on employee engagement. Pradhan and Jena (2017) viewed employees' performance as having two aspects, one which consists of the actions taken by employees, and the other the outcomes or results of those actions. The actions and outcomes should be aligned to achieve business objectives, but in practices companies often times find that outcomes do not completely reflect the course of actions taken by employees.

Employee performance or individual performance is normally evaluated to help decision making on salary increase and promotion (Dutton & Kleiner, 2015). Performance measurement systems have been developed and progressed in the past several decades. There are several constructs which can be used to measure employee's performance outputs. To measure performance objectively, many scholars have used

output key-performance-indicator, or commonly known as KPI, such as sales growth, profit margin, department's return on investment (ROI), ROI growth, and many other financial data (Dawes, 1999). However, measuring the outputs alone can sometimes be misleading because there could be many factors that affect the outcomes of an employee's action. On the other hand, measuring only an employee's action alone also does not guarantee good performance measurement because the actions must be aligned with organization goals as well. Based on employees' intended behavior and outcome, scholars have proposed many performance evaluation frameworks. Van Dyne and LePine (1998) proposed two-dimensional performance model which includes both employees' action and work required by organizations. Motowidlo, Borman, and Schmit (1997) suggest "contextual performance" which includes non-job-related dimensions such as teamwork, allegiance, and determination. Some practitioners extend the concept of KPI further to include organizational goal to better align result measurements with overall corporate strategies (Niven & Lamorte, 2016). Welbourne, Johnson, and Erez (1998) expanded on these models and proposed "role-based performance scale" (RBPS) which measure performance based on five roles: job, organization, career, innovator, and team.

- (1) **Job role** refers to the role of an employee as a jobholder that he or she is hired to perform. It measures the work and the amount of work to be done and expected to be done by an employee. The specifics of job role can usually be found in the job description given to employees at the beginning of their employment.
- (2) **Organization role** refers to the role that an employee acts as part of a member of his or her organization. Besides the expected job role that an employee has, organization role measures other contributions from an employee towards the overall good of the organization and how the employee helps foster good corporate culture to sustain and carry forward that culture. Organization role goes beyond job role in the sense that the role expects employees to perform for their organizations as a whole in addition to specific individual assignments.

- (3) **Career role** goes above and beyond that of job and organization member roles. Unlike those two roles, career role focuses on the overall life-long career path of an employee. It incorporates an employee's attempt to learn, improve and acquire skills to further advance career path beyond that of current organization.
- (4) **Innovator role** measures how much an employee can utilize new ideas or creativity to improve process and routines. As innovation is the key for companies to stay competitive (Schein, 1980), innovator role of employees is vital to both large or small companies (Gomez-Mejia & Balkin, 1992).
- (5) **Team role** refers to the role in which an individual works to support the team and has long been an important factor for any company performance (Borman & Motowidlo, 1997). Team role refers to the role in which an individual work to support the team. In other words, team role measures how much of a team player an individual is.

Welbourne, Johnson, and Erez (1998) showed that these five roles of Role-Based Performance Scale (RBPS) were a better predictor of individual performance than 360-degree feedback and pay-related performance measurement. As RBPS has been widely used in several research studies on performance, so the RBPS was used to measure individual performance for this study.

2.2 Employee's Wellbeing

There are many approaches and research definition on the concept of well-being and many of them are culturally dependent (Christopher, 1999). Some researchers define well-being as a state of mind of being happy (Eddington & Shuman, 2005) or having a positive feeling towards lives (Diener & Biswas-Diener, 2008). Other researchers such as Keyes, Shmotkin, and Ryff (2002) view well-being as being derived from how much a person can engage, contribute, and value his/her abilities as meaningful. As most employees typically spend significant part of their lives at work, work satisfaction accounts for a fifth to a quarter of life satisfaction (Campbell, Converse, & Rodgers, 1976). Keyes, 2002, also defined wellness as a state of mental

health with positive feelings and positive functioning. Ryan and Deci, 2001, view well-being as having two perspectives: hedonic and eudaimonic. In the hedonic view, well-being is regarded as having pleasure in life such as having a good physical sensation or a pleasing state of mind. In the eudaimonic view, well-being goes beyond seeking pleasure as in the hedonic approach. It emphasizes on having a purpose and virtue in life and makes one fulfill their well-being. These two views of well-being are the basis for later researchers to explore constructs in detail. Based on the study by Rath and Harter (2010), well-being consists of five constructs: career well-being, social well-being, financial well-being, physical well-being, and community well-being. Specifically, the five dimensions are described as follows:

- (1) **Career well-being:** People with high career well-being are those who possess passion in their work. They realize their strengths, interests, goals, and how to achieve them. They wake up every morning looking forward to go to work and find their work to be meaningful. They are stimulated by the challenges, assignments, and perceive career progress as a way to fulfill their lives.
- (2) **Social well-being:** Individuals with high social well-being have healthy and close relationships from surrounding people who support their personal development and enrich their lives. They tend to surround themselves with people who mutually respect and support them.
- (3) **Financial well-being:** Financial well-being does not mean possessing a large amount of money or wealth. Instead, people with high financial well-being refer to those who can well manage their personal finances and balance their financial lives. They are in control of their financial situation and generally happy with what they have. While they have freedom to spend within their limit, they are not materialistic and accumulating a large sum of wealth is not their goal.
- (4) **Physical well-being:** People with high physical well-being are those who pursue healthy lifestyle. They consume healthy food, take enough rest, exercise regularly, and are physically fit.
- (5) **Community well-being:** People with high community well-being refer to those who feel that they become part of the society they live. Not only do

they have sense of security and attachment to the community they belong to, they also feel that they want to utilize their strength and passion to contribute back to society to make it a better place for other members as well.

This definition of well-being was successfully employed in related studies carried out in Thailand by Nuttaporn Jariyapanya (2013) and Iratracha Amornpipat (2016). Since prior works showed that the above constructs are good measurements for well-being in Thai context, this study used this definition of well-being.

2.3 Organizational Socialization

Organizational socialization has long been studied for many years, and many research studies have shown that organizational socialization can affect job satisfaction, commitment, turnover of an individual and at the same time has a direct effect on organizational citizenship behaviors of employees as a whole (Ostroff & Kozlowski, 1992; Saks & Ashforth, 1997). Organizational socialization is a process in which a newcomer learns customs, norms, values, abilities, knowledge and behaviors in order to adjust to become part of the organization (Van Maanen & Schein, 1979; Taormina, 2009). The initial period of a new comer's adjustment is crucial for the success of that individual in the organization because the situation presents uncertainty for him or her to fit with the organization (Bauer, Bodner, Erdogan, Truxillo & Tucker, 2007). Moreover, as organization socialization is a process of adjustment, a new coming individual is likely to have varying degree of job learning rate, satisfaction, and intent to quit (Cooper-Thomas & Anderson, 2005). Therefore, a successful organizational socialization program will allow newcomers to learn more about their expected roles, responsibilities, social norms, along with corporate culture, thus reducing the level of uncertainty for them to perform and thrive to become an assimilated member of the organization (Cooper-Thomas & Anderson, 2005). Therefore, organizational socialization has a long term-effect on how an employee will prosper or fail over time. As such, organizational socialization has an important and direct impact at individual

level and group level of the organization (Ge, Su, & Zhou, 2010). As organizational socialization is a process, Sorod (1991) uses Deaux and Wrightsman's (1989) nine-step group socialization to describe organizational socialization as follow:

- (1) **Investigation.** This is the first step where in an individual wishing to join an organization seeks to learn about it, and at the same time, the organization also has an opportunity to learning about the individual. The process equates to a job interview, for example. In addition, the individual may seek to find information about the organization through various informal means such as websites, brochures, reference from friends or existing employees, or even ex-employees. Through investigation, the group or organization also looks for individuals who would contribute to attain group goal (Levine & Moreland, 1994). The organization may conduct more investigation on the background of the individual through past references, social media postings, or official records, if any.
- (2) **Entry.** In this step, the individual has been through formal interview process and has been accepted to become a new member of the organization. Normally, new members experience a reality shock, the organization therefore provide them with accurate information (Saks & Gruman, 2011). New employees may get a formal process of initiation such as orientation or newly assigned task to be performed for the organization. The organization may assign a formal mentor to help with the orientation process or the individual may choose to elect his/her natural mentor, or not at all. This is the crucial step for the individual to gain his or her first impression from an inside perspective.
- (3) **Socialization/Learning.** In this step, the individual will take time to learn more about other members of organization, its cultures, and norms. This is the period of adjustment where the individual will learn or observe either formally, through various training or orientation programs, or informally by observation through colleagues or mentorship. This step is also crucial for individual whether he or she is able to adapt to fit within the organization, thus reducing the uncertainty (Cooper-Thomas & Anderson, 2005) of job

role. Therefore, organizations will have to be careful to ensure of smooth learning process and the functionality transition to the new member is clear. This learning process could be from direct report manager, mentor, or simply other members in the organization as a whole.

- (4) **Acceptance.** In this step occurs as the individual starts to take a personal deeper root as part of the organization community. He/she will grow to accept and adopt new culture of the organization and have a deeper attachment to it. This step represents mutual acceptance of both individual and organization because the organization has assimilated the individual, and the individual has accepted the assimilation process to become a full member of the organization. And as part of a new member, he/she will start to understand the culture and norms of the organization, and his/her behavior will undoubtedly have an effect on the overall norm and culture of the organization.
- (5) **Maintenance.** As a full member of the organization, the individual may seek further career advancement or an upward movement into organization hierarchy. Organization may grant advancement in terms of increased responsibilities, more financial rewards, or higher position and ranking within organization. Organization may also try to further develop more skills by providing training or other coaching to members so that they feel they want to maintain organization membership. Normally, this step is where an individual will spend most of his/her time as a full employee. He/she will learn to grow into higher role assigned by organization or acquire new skills for self-improvement.
- (6) **Divergence.** At times, organization might not be able to satisfy members, and they may start to feel less attached to organization. For various reasons, he/she will start looking for a new opportunity. The new opportunity could be either outside existing organization or inside the same organization but to a new group or department if the company is big enough. Otherwise, the individual may start thinking about resignation or join other organizations.
- (7) **Resocialization.** This step involves the attempt of an organization to retain individuals who start to divert from organization. Organizations may

employ various tactics or offer benefits so that the individual may choose to stay. Renegotiation or re-motivation programs can be or initiated to keep membership of individuals. Sometimes, existing members might have to find the root cause of divergence to ensure that proper issue is being addressed to retain a member successfully. Various human resource management tool such as job-embeddedness (Mitchell, Holtom, Lee, Sablinski & Erez, 2001b) can be used to measure the success of employee retention program.

- (8) **Exit.** This is the step where an individual leaves organization. The exit may come from intentional resignation, lay-off, termination, retirement, or simply re-location. Voluntary or not, an individual will leave the organization, and his/her membership of the organization will come to an end. Even though the individual may still keep in touch with the existing members of the organization, the level of interaction will inevitably decrease from when he/she remains a full member.
- (9) **Remembrance.** This is the step where an individual, after leaving organization for a while, reflects his/her time back at the organization. The emotional attachment at the organization could either be positive or negative depending on individual's experiences. Both individual and organization may have ongoing evaluation of their relationship if they continue to contact or have some effect on each other (Levine & Moreland, 1994). However, because the individual is no longer part of the organization, the level of attachment decreases. So, his/her reflection on the organization will be less biased than during the membership period.

Because this research study only concerned about current employees, only the first five steps of the organization socialization process was measured in this study.

2.4 Job Embeddedness

Mitchell et al. (2001b) studied the rate of employees' voluntary turnover and conceptualized job embeddedness as its key predictor. Specifically, job embeddedness (JE) was defined as a "broad constellation of psychological, social, and financial influences on employee retention" (p. 1104) and "embedded figures are immersed in their background, they are attached to it and are hard to separate, they become part of the surroundings" (p. 1104). The job embeddedness is composed of three types of attachment which are link, fit, and sacrifice, each of which fall into two aspects: organization (work related) and community (non-work related). Within the organization and community aspects, job embeddedness has then a total of six dimensions namely organization link, organization fit, organization sacrifice, community link, community fit, and community sacrifice.

- (1) **Link** is the formal or informal relationship that a person has with organization or community. Even though the model recognizes that different links might have different level of priority or importance, evidence suggests that the higher the number of links that a person has with an organization or community, the more attached to the entity the individual is (Mitchell et al., 2001b). Prior to the conception of job embeddedness model, research suggested that ties with family, colleagues or work teams, create force for employee to stay with a company because employees feel more attached to organizations (Pretholdt, Lane & Mathews, 1987). In addition, Abelson (1987) also found that being married and having children that needed care or attention also had an impact on turnover. Hobbies such as church or charity work related are also found to be associated with work commitment as well (Cohen, 1995). These are evidences contributing to the embeddedness model that organization link and community link play an important role in influencing employee's decision to stay or leave a company.
- (2) **Fit** is the level of compatibility or level of comfort that a person perceives towards an organization or community. Job fit is how an individual's views

of his or her culture, knowledge, skills, or abilities are valued within the organization or community. If the corporate culture, values, skill demand, and goals are aligned with those of an employee, the more fit the person is to the company. In addition, the job embeddedness model extends fit to cover non-work related or community dimension as well. Prior to the conception of the job embeddedness, many research studies suggest that fit has an important influence on length of employment in a company. For example, newcomers who are “misfit” tends to have a shorter stay with a company than those who “fit” more (O'Reilly, Chatman & Caldwell, 1991). Moreover, a person with at least one personal attribute that fits well with organization has a higher tendency to stay longer with the company (Chan, 1996).

- (3) **Sacrifice** refers to the cost, either material or psychological, that could incur to an individual if he or she leaves the community or organization. This cost includes both material matters such as promotion, financial perks, pension plan, benefits, and intangible matters including priority to choose a new office cubicle over newcomers, future key projects, famed assignment opportunity, special connection with prominent business figures, or future relationship with colleagues. Prior to the job embeddedness model, studies suggest that these perks, benefits, or even job advancement and stability play an important role for turnover (Gupta & Jenkins, 1980; Shaw, Delery, Jenkins & Gupta, 1998). In addition, these benefits tend to accrue overtime so long as the individual stays with a company. In other words, leaving a company means that the individual will have to sacrifice all these perks, and they have to be accrued all over again at a new company. Therefore, the longer someone stays with the company, the more material and psychological costs or sacrifice he or she has to give up, the more sacrifice there is to the person. As a result, more sacrifices lead to more attachment or embeddedness of a person to an organization. Community sacrifice only plays its part when an individual has to relocate to a new community.

Since the conceptualization of job embeddedness, many other findings and empirical evidence have been explored on various aspect of the theory (Ng & Feldman, 2010) such as effect of organizational embeddedness to promote citizenship behavior (Wijayanto & Kismono, 2004), how to increase embeddedness for newcomers through socialization (Allen, 2006), incorporation of job embeddedness in voluntary turnover contagion model (Felps, et al., 2009), and many others. Furthermore, many scholars have started to explore possibility for applying the concept of job embeddedness to reduce turnover rate. In particular, Cunningham, Fink, and Sagas (2005) suggested that companies should increase perceived organizational embeddedness to lower turnover rate. In addition, there are several attempts to generalize this theory to other ethnic group such as Hispanic community in the United States (Mallol, Holtom, & Lee, 2007), and other studies which generalize it beyond the boundary of the United States, such as in Europe (Tanova & Holtom, 2008), India (Ramesh & Gelfand, 2010), and Korea (Cho & Son, 2012). To study the moderating effect of job embeddedness in Thailand, this study used the scale developed by Mitchell, et al. (2001b).

2.5 Organizational Socialization and Employee Performance

Organizations employ various programs such as total quality management, employee involvement, job enrichment, skill-based pay, autonomous work teams, and gain sharing plans to increase competitive advantage in today's increasing global economy (Lawler, 1992; Lawler, Mohrman, & Ledford, 1992). Although these interventions may take diverse methods, the purpose is to encourage employees to change behaviors and take on more responsibilities to accomplish firms' targets (Lawler, 1986). One such tool is organizational socialization which has significant impact on newcomers' learning and outcome (Cooper-Thomas & Anderson, 2005). The positive impact of organization socialization on employee's job performance based on task performance, job dedication, and interpersonal facilitation has previously been studied (Wang, 2011). Not only does the effect of organizational socialization, from entering an organization or departing, affect newcomers at the early stage of employment, but the intervention also carries on throughout the career path and, in fact,

extends far beyond current employment. Organizational socialization thus has a profound influence on the life of an employee as a whole. Therefore, it is reasonable to hypothesize that organizational socialization will encourage employees through job roles, organization roles, career roles, and team roles as suggested by employee performance measurement *vide supra*.

Hypothesis 1: Organization socialization has positive relationship with employee performance.

2.6 Organizational Socialization and Employee's Well-Being

Many research studies have found evidence of direct influence of organization socialization on many variables both at individual and group levels (Ge, Su, & Zhou, 2010). At individual levels, many empirical evidences suggest that organizational socialization generally have a positive effect on employees' job satisfaction, commitment, and turnover of employees (Ostroff and Kozlowski, 1992) as well as organizational citizenship behavior (Salavait, Ahmadi, Sheikhesmaeili, & Mirzaei, 2011). Sachita and Ruchi (2015) reported a positive relationship between organizational socialization and employee's happiness in restorative environment. In addition, Saks and Gruman (2011) conceptualized a framework in which socialization process such as orientation training, social support, mentoring, and feedback could promote employees' psychological capital (self-efficacy, hope, optimism, and resilience). The study also found that these psychological capitals have a positive impact on socialization outcome such as job satisfaction, commitment, turnover, and job performance. Although there is no direct evidence of the link between organizational socialization and employee well-being, those research studies stated above suggest positive influence of organizational socialization on several elements of well-being. Career well-being is the result of job satisfaction and commitment. Job performance also could lead to financial well-being. Social and community well-being is also the result of good organizational citizenship behavior. Therefore, organizational socialization is likely to have positive relationship with employees' well-being as a whole.

Hypothesis 2: Organizational socialization has positive relationship with employee's well-being.

2.7 The Effect of Job Embeddedness

Many studies have found that job embeddedness has significant impact on various aspects of individuals (Ng & Feldman, 2010) including citizenship behavior (Wijayanto & Kismono, 2004) and voluntary turnover (Felps, et al., 2009). In fact, the job embeddedness model has been shown to be a better predictor of employee voluntary turnover than job satisfaction, organizational commitment, perceived job alternatives, and job search (Crossley, Bennett, Jex & Burnfield, 2007).

Mitchell et al. (2001b) found that job embeddedness has a positive impact on corporate performance because embedded employees, when rewarded, tend to become high performers. Subsequent work by Lee, Mitchell, Sablinski, Burton & Holtom (2004) revealed that on-the-job embeddedness had more effect on job performance as opposed to off-the-job embeddedness. Gaye and Cenkci (2014) also found some moderating influence of job embeddedness on the relationship between paternalistic leadership and performance. Moreover, while the relationship between performance and turnover is significantly negative (Park & Shaw, 2012), it was also found that job embeddedness moderates the effect of performance on the turnover as well (Lee, Mitchell, Sablinski, Burton & Holtom, 2004). Since no direct link among organizational socialization, job embeddedness, and employee performance has ever been reported, it is interesting to investigate a moderating effect of job embeddedness on organizational socialization and employee performance.

Hypothesis 3: Job embeddedness has moderating effect on the relationship between organizational socialization and employee performance.

Meanwhile, Allen (2006) has shown that that organizational embeddedness mediates the relationship between socialization tactics and employee turnover, which in turn is influenced by employees' well-being (Wright & Bonett, 2007). Furthermore, Bambacas (2011) found that the organizational fit and community fit dimensions of job,

two of the dimensions of embeddedness, actually “amplifies career and life satisfaction”. Since career and life satisfaction are both important constructs for well-being, the effect of job embeddedness on well-being should be further explored to determine whether job embeddedness possesses an amplification influence as well. As organizational socialization is hypothesized to have a positive relationship with well-being in Hypothesis 2, it is therefore interesting to evaluate the effect of job embeddedness on the relationship between these two variables in sales organization in Thailand.

Hypothesis 4: Job embeddedness has moderating effect on the relationship between organizational socialization and employee’s well-being.

2.8 Research Framework

The following illustration shows the framework for this research study.

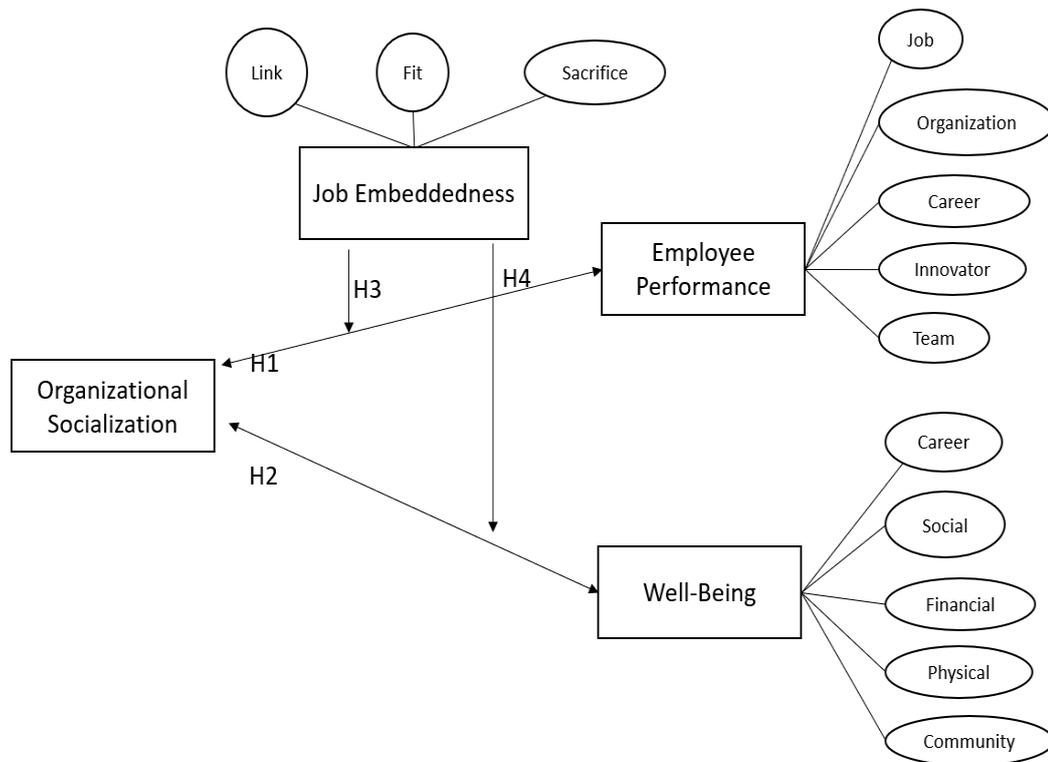


Figure 2.1 Research framework of this study

2.9 Hypotheses

The following hypotheses are to be tested:

Hypothesis 1: Organization socialization has positive relationship with employee performance.

Hypothesis 2: Organizational socialization has positive relationship with employee's well-being.

Hypothesis 3: Job embeddedness has moderating effect on the relationship between organizational socialization and employee performance.

Hypothesis 4: Job embeddedness has moderating effect on the relationship between organizational socialization and employee's well-being.

CHAPTER 3

METHODS

The primary goals of this research study were to examine the relationships among organizational socialization, employee performance, employee's well-being, and job-embeddedness using quantitative analysis.

3.1 Participants and Data Collection

Since the scope of this study is in Thai context, the participants of this research are sales forces employees or personnel who have roles in generating revenue for companies. With physical headquarters and main operations based in Thailand, these companies are privately owned firms with more than 100 employees. Their industry sectors are consumer product, cosmetics, consumer real estates, and whole sale pharmaceutical companies. While it is impossible to cover all companies within a reasonable time period, these companies are heavily dependent on sales force personnel to drive overall growth of the firm. All these companies have some forms of organization socialization programs, both formal and informal, to help new employees adjust to their new working environment. The initial pilot study was conducted to confirm reliability of the questionnaire first. The number of participants in the pilot study was 100, and the total number of samples for the study was 422.

3.2 Measurement

Questionnaire was composed of 5 sections: demographic question, employee performance, well-being, organizational socialization, and job-embeddedness.

3.2.1 Demographic Questionnaires

The first section is the demographic questions which ask participants about gender, age range, current employment status, length of employment, location of work, location of domicile, marital status, highest education, type of current work organization, and another optional question on the name of the organization. The answers for these demographic questions were analyzed and showed in next chapter.

3.2.2 Employee Performance

The Role-Based Performance Scale (RBPS) published by Welbourne, Johnson, and Erez (1998) is used to measure performance in this study. Divided into 5 sections according to each role, the questionnaire consists of 20 1-5 Likert scale items 1-5 from “very true” to “not at all true”. Based on the pilot samples, the Cronbach’s Alpha values are 0.878 for job role; 0.876 for career role, 0.83 for organization role, 0.885 for innovator role, and 0.614 for team role. Alpha for all items combined is 0.942.

3.2.3 Employee Well-Being

The measurement of well-being is based on 35-item five-level Likert scale from “very true” to “not at all true” by Rath and Hather (2010), Nuttaporn Jariyapanya (2013), and Iratracha Amornpipat (2016). The Cronbach’s Alpha values are calculated for the pilot samples and yield the following result: 0.751 for career well-being, 0.809 for social, 0.851 for financial, 0.736 for physical, and 0.818 for community well-being. Alpha for all items is 0.914.

3.2.4 Organizational Socialization

Tipwan Mongkhondeeklakul (2011) investigated organizational socialization based on the nine steps of Oso on nurses in Thailand and found that the Cronbach’s alpha was 0.937. Since this study is conducted under similar context and culture, the same measurement tool reported by Tipwan Mongkhondeeklakul (2011) is used for this study as well. The questionnaire is a 28-item 5-level Likert scale from “very true” to “not at all true”. Sample items are “Company organizes activities for me to get to know colleagues better” and “My supervisor helps and advises me on my work.” The Cronbach’s Alpha value for the pilot samples is 0.939.

3.2.5 Job Embeddedness

The measurement of these embeddedness scale used in this study is the one developed by Mitchell et al. (2001b). The questionnaire is a 23-item measurement on 5-level Likert scale from “very true” to “not at all true”. From the pilot study, the Cronbach’s Alpha for the fit is 0.803, 0.824 for link, and 0.798 for sacrifice. Alpha for all items is 0.913.

3.3 Pilot Study and Scale Analysis

To conduct pilot study, the initial batch of the self-administered online questionnaire was sent out to a group of the 150 target participants over a period of one month until the first 100 completed responses were collected. Out of 150 target participants for this pilot study, 121 responded, and only 100 were completed. The completed questionnaire samples are 58% females and 42% males who have been working for their companies for more than one year. Twenty-four percent of the participants are between 21-29 years of age, fifty-five are 30-39 years, eight-teen are 40-49 years, and three percent are 50-59 years. Number of years of working experiences varies from one year to more than 50 years with weighted average working experiences of 7.25 years. The demographic characteristics of all 100 participants in the pilot study is shown in **Table 3.1**.

Table 3.1 Characteristics of 100 Participants in Pilot Study

Variables	Count
Gender	
- Male	42
- Female	58

Table 3.1 (Continued)

Age	
- < 20 years	0
- 21-29 years	24
- 30-39 years	55
- 40-49 years	18
- > 50 years	3
Educational level	
- Vocational school	9
- High vocational school	4
- Bachelor's degree	67
- Master's degree	20
- Doctorate	0
Marital status	
- Single	63
- Married	31
- Separated/Divorce	6
Years of employment	
- < 2 years	19
- 2-5 years	30
- 6-10 years	34
- 11-15 years	7
- > 15 years.	10
Total	100

For each of the items for the pilot study of 100 participants, scale analysis including the Cronbach's Alpha of the questionnaires, T-Test for item discriminant, and Correct Item Total Correlation were calculated to ensure reliability of the questionnaires. After all items were confirmed to be reliable, the questionnaires were then distributed to the remaining of the participant target pool.

3.3.1 Validity and Reliability of Pilot Study

Before pilot study, the questionnaires were inspected by dissertation advisor and members of the committee. After collecting 100 completed result, reliability analysis was performed. Even though Cronbach's Alpha have been numerously done and calculated on the questionnaires of these operationalized variables from previous studies, the values were calculated again for this study to ensure the reliability of the result based on our sample pools.

Cronbach's Alpha values were calculated on the 100 sample in the pilot study using SPSS. The alpha value for well-being is 0.913. The alpha value for each subscale is shown in **Table 3.2**.

Table 3.2 Cronbach's Alpha for subscale of Well-Being

Variable	Alpha
Career Well-Being	0.751
Social Well-Being	0.809
Financial Well-Being	0.851
Physical Well-Being	0.753
Community Well-Being	0.818

The Cronbach's Alpha for Organizational Socialization is 0.939. The alpha value for each subscale is shown in **Table 3.3**.

Table 3.3 Cronbach's Alpha for each stage of Organizational Socialization

Variable	Alpha
Beginning	0.794
Middle	0.817
Present	0.924

The Cronbach's Alpha for Job Embeddedness is 0.913. The alpha value of each subscale is shown in **Table 3.4**.

Table 3.4 Cronbach's Alpha for each dimension of Job Embeddedness

Variable	Alpha
Fit	0.803
Link	0.824
Sacrifice	0.798

The Cronbach's Alpha for Role Based Performance is 0.942. The alpha value of each subscale is shown in **Table 3.5**.

Table 3.5 Cronbach's Alpha for each subscale of Role-Based Performance

Variable	Alpha
Job	0.878
Organization	0.830
Career	0.876
Innovation	0.885
Team	0.614

Since the alpha value for Team is below 0.65, closer inspection of each questionnaire items reveals that removing item 1 in the Team section increased alpha of the subscale to 0.783 as shown in **Table 3.6**.

Table 3.6 Cronbach's Alpha of Each Item if Deleted in Team Role-Based Performance

Items	Alpha if Item Deleted
RBPTeam1	0.783
RBPTeam2	0.502
RBPTeam3	0.421
RBPTeam4	0.526

RBPTeam1 was a negative item, so after removing the item, the new alpha value for the Role-Based Performance increased to 0.951, and the overall alpha value was 0.913.

3.3.2 Discriminant T-Value Analysis

Item discrimination analysis was calculated using t-test in SPSS on the pilot samples. For an item to be included beyond the pilot study, the t-value had to be greater than 2 with significant p-value of less than 0.05 and corrected item-total correlation (CITC) between 0.3 and 0.8. After analysis, all items were satisfied by the criteria and thus selected for further study. The results of the t-test analysis were shown in **Table 3.7**, **Table 3.8**, **Table 3.9**, and **Table 3.10** below.

Table 3.7 T-Test for Well-Being

Dimension	Items	Mean	SD	t	p	CITC	Satisfy
Career	CrWB1	4.79	1.075	3.826	0.000	0.411	Yes
Well-Being (7 items)	CrWB2	4.8	0.943	4.332	0.000	0.619	Yes
	CrWB3	5.05	0.672	3.643	0.000	0.519	Yes
	CrWB4	5.03	0.744	3.884	0.000	0.486	Yes
	CrWB5	5.05	0.796	2.736	0.007	0.594	Yes
	CrWB6	5.34	0.755	3.444	0.001	0.383	Yes
	CrWB7	4.82	0.989	2.233	0.028	0.345	Yes

Table 3.7 (Continued)

Social	SWB1	5.27	0.736	5.906	0.000	0.566	Yes
Well-Being	SWB2	5.25	0.672	3.361	0.001	0.523	Yes
(7 items)	SWB3	5.24	0.818	6.462	0.000	0.571	Yes
	SWB4	5.3	0.745	4.846	0.000	0.608	Yes
	SWB5	4.66	0.977	5.575	0.000	0.521	Yes
	SWB6	5.14	0.711	5.078	0.000	0.611	Yes
	SWB7	4.02	1.39	5.012	0.000	0.595	Yes
Financial	FWB1	4.31	1.186	5.328	0.000	0.788	Yes
Well-Being	FWB2	4.10	1.291	4.204	0.000	0.318	Yes
(7 items)	FWB3	4.20	1.263	6.197	0.000	0.649	Yes
	FWB4	4.62	1.196	4.543	0.000	0.764	Yes
	FWB5	4.30	1.210	3.375	0.001	0.607	Yes
	FWB6	4.70	1.185	5.089	0.000	0.748	Yes
	FWB7	3.38	1.413	3.835	0.000	0.481	Yes
Physical	PWB1	5.25	0.716	4.505	0.000	0.355	Yes
Well-Being	PWB2	3.89	1.294	3.306	0.001	0.533	Yes
(6 items)	PWB3	4.32	1.081	5.838	0.000	0.517	Yes
	PWB4	4.61	0.898	4.408	0.000	0.444	Yes
	PWB5	3.44	1.395	4.833	0.000	0.601	Yes
	PWB6	4.15	0.968	4.160	0.000	0.547	Yes
Community	CmWB1	5.01	0.689	5.443	0.000	0.478	Yes
Well-Being	CmWB2	4.27	1.153	5.246	0.000	0.565	Yes
(7 items)	CmWB3	4.62	1.042	4.542	0.000	0.353	Yes
	CmWB4	4.92	0.929	5.659	0.000	0.523	Yes
	CmWB5	4.13	1.26	6.081	0.000	0.714	Yes
	CmWB6	4.33	1.064	6.754	0.000	0.730	Yes
	CmWB7	3.76	1.272	5.968	0.000	0.595	Yes

Table 3.8 T-Test for Organizational Socialization

Dimension	Items	Mean	SD	t	p	CITC	Satisfy
Organizational Socialization - Beginning (6 items)	OsoBeg1	5.25	0.809	5.147	0.000	0.560	Yes
	OsoBeg2	5.18	0.783	5.659	0.000	0.607	Yes
	OsoBeg3	4.98	0.984	5.354	0.000	0.632	Yes
	OsoBeg4	5.1	1.150	4.800	0.000	0.510	Yes
	OsoBeg5	4.67	1.164	3.620	0.000	0.339	Yes
	OsoBeg6	5.2	0.817	3.414	0.001	0.421	Yes
Organizational Socialization - Middle (6 items)	OsoMid1	4.87	1.089	5.720	0.000	0.666	Yes
	OsoMid2	4.86	1.054	6.947	0.000	0.564	Yes
	OsoMid3	5.3	0.689	4.757	0.000	0.592	Yes
	OsoMid4	3.58	1.387	4.543	0.000	0.425	Yes
	OsoMid5	4.88	0.935	6.154	0.000	0.640	Yes
	OsoMid6	4.89	1.053	6.927	0.000	0.639	Yes
Organizational Socialization - Present (16 items)	OsoPr1	4.90	1.010	6.140	0.000	0.665	Yes
	OsoPr2	4.51	1.193	5.682	0.000	0.662	Yes
	OsoPr3	4.28	1.303	6.879	0.000	0.692	Yes
	OsoPr4	4.86	1.109	6.226	0.000	0.692	Yes
	OsoPr5	4.56	1.103	5.020	0.000	0.630	Yes
	OsoPr6	4.39	1.324	3.688	0.000	0.487	Yes
	OsoPr7	4.20	1.279	6.603	0.000	0.611	Yes
	OsoPr8	4.95	0.925	4.139	0.000	0.579	Yes
	OsoPr9	4.85	0.947	8.752	0.000	0.782	Yes
	OsoPr10	4.64	1.133	4.783	0.000	0.530	Yes
	OsoPr11	4.75	1.067	4.650	0.000	0.597	Yes
	OsoPr12	3.50	1.521	3.323	0.001	0.340	Yes
	OsoPr13	4.46	1.150	7.409	0.000	0.712	Yes
	OsoPr14	4.78	0.883	6.626	0.000	0.664	Yes
	OsoPr15	4.69	0.971	7.455	0.000	0.666	Yes
	OsoPr16	4.70	1.030	6.597	0.000	0.697	Yes

Table 3.9 T-Test for Job Embeddedness

Dimension	Items	Mean	SD	t	p	CITC	Satisfy
Job	JEFit1	4.37	0.991	3.57	0.001	0.375	Yes
Embeddedness	JEFit2	5.03	0.702	3.41	0.001	0.476	Yes
- Fit	JEFit3	4.87	0.774	6.419	0.000	0.672	Yes
(6 items)	JEFit4	5.01	0.731	3.96	0.000	0.505	Yes
	JEFit5	4.89	0.993	6.179	0.000	0.656	Yes
	JEFit6	4.93	1.075	4.704	0.000	0.598	Yes
Job	JELink1	5.04	0.851	5.265	0.000	0.590	Yes
Embeddedness	JELink2	4.25	1.344	7.826	0.000	0.735	Yes
- Link	JELink3	5.13	0.747	4.693	0.000	0.375	Yes
(9 items)	JELink4	4.85	0.757	7.304	0.000	0.702	Yes
	JELink5	4.97	0.784	8.712	0.000	0.729	Yes
	JELink6	4.87	0.939	5.365	0.000	0.556	Yes
	JELink7	4.28	1.189	3.696	0.000	0.397	Yes
	JELink8	4.92	0.981	5.269	0.000	0.609	Yes
	JELink9	4.13	1.397	5.135	0.000	0.448	Yes
Job	JESacri1	4.51	1.087	6.017	0.000	0.571	Yes
Embeddedness	JESacri2	4.63	0.836	7.662	0.000	0.650	Yes
- Sacrifice	JESacri3	4.33	1.239	5.274	0.000	0.434	Yes
(8 items)	JESacri4	4.11	1.332	3.858	0.000	0.383	Yes
	JESacri5	4.58	1.036	5.849	0.000	0.530	Yes
	JESacri6	4.36	1.218	8.847	0.000	0.699	Yes
	JESacri7	3.6	1.271	3.484	0.001	0.355	Yes
	JESacri8	4.77	0.897	8.010	0.000	0.728	Yes

Table 3.10 T-Test for Role-Based Performance

Dimension	Items	Mean	SD	t	p	CITC	Satisfy
Role-Based	RBPJob1	4.74	0.883	6.387	0.000	0.666	Yes
Performance - Job (4 items)	RBPJob2	4.70	0.797	7.013	0.000	0.668	Yes
	RBPJob3	4.97	0.758	6.031	0.000	0.709	Yes
	RBPJob4	5.19	0.691	7.050	0.000	0.724	Yes
	Role-Based	RBPOrg1	5.02	0.738	7.941	0.000	0.779
Performance - Organization (4 items)	RBPOrg2	5.08	0.734	6.724	0.000	0.679	Yes
	RBPOrg3	5.01	0.797	4.865	0.000	0.611	Yes
	RBPOrg4	4.70	0.915	7.264	0.000	0.686	Yes
	Role-Based	RBPCareer1	4.76	0.780	7.064	0.000	0.704
Performance - Career (4 items)	RBPCareer2	4.81	0.812	6.896	0.000	0.679	Yes
	RBPCareer3	5.13	0.676	5.858	0.000	0.679	Yes
	RBPCareer4	4.65	0.998	8.611	0.000	0.682	Yes
	Role-Based	RBPInno1	4.93	0.781	6.523	0.000	0.698
Performance - Innovation (4 items)	RBPInno2	4.99	0.758	6.893	0.000	0.732	Yes
	RBPInno3	4.70	0.846	7.273	0.000	0.735	Yes
	RBPInno4	4.77	0.851	7.348	0.000	0.757	Yes
	Role-Based	RBPTeam1	4.94	0.789	5.948	0.000	0.641
Performance - Team (3 items)	RBPTeam2	5.09	0.726	7.211	0.000	0.731	Yes
	RBPTeam3	4.97	0.673	6.121	0.000	0.684	Yes

3.3.3 Reliability of Main Data Collection

In addition to Cronbach's Alpha from pilot study, the alpha values were calculated again on the whole 422 samples. The values range from 0.771 to 0.937 with career well-being having the lowest value of 0.771 and the present period of organizational socialization having the highest value of 0.937. **Table 3.11** shows the alpha values for the questionnaires for each of variable's constructs.

Table 3.11 Cronbach's Alpha Values of the questionnaires (422 Participants)

Constructs	Alpha
Role-Based Performance – Job Role	0.827
Role-Based Performance – Organizational Role	0.849
Role-Based Performance – Career Role	0.864
Role-Based Performance – Innovator Role	0.849
Role-Based Performance – Team Role	0.804
Career Well-Being	0.771
Social Well-Being	0.800
Financial Well-Being	0.876
Physical Well-Being	0.785
Community Well-Being	0.813
Organizational Socialization in Beginning	0.776
Organizational Socialization in the Midterm	0.790
Organizational Socialization in the Present	0.937
Job Embeddedness - Link	0.857
Job Embeddedness - Fit	0.829
Job Embeddedness - Sacrifice	0.828

3.4 Data Analysis

After analysis showed that the questionnaires possessed high reliabilities ($\alpha > .77$), the next step was to perform data analysis to test all four hypotheses. To test Hypothesis 1 and 2, linear regression and correlation matrix was performed to test the hypothesis whether there was significant relationship between the independent and dependent variables with the confidence level of 95%. If p-value of the regression was less than 0.05, the hypothesis was supported. For Hypothesis 3 and 4, the normalized score of independent and dependent variables were used to conduct two-stepped linear regressions. The first step was the normal linear regression with no interaction effect between the independent variables. Specifically, for Hypothesis 3, the regression was

calculated using performance as dependent variable and organizational socialization and job embeddedness as independent variable. Then, in the second step, the interaction effect between organizational socialization and job embeddedness, or the product of the normalized score of the two variables, was introduced into the linear regression as the third independent variable. Then, the values of r-square of these two steps were compared for significant change between the first and second step with 95% confidence level. For Hypothesis 4, the two-stepped linear regression was repeated again with well-being as dependent variables instead of performance.

CHAPTER 4

RESULTS

This chapter presents the result of quantitative analysis using the methodology mentioned in the previous chapter. The tool used in this study was IBM SPSS.

4.1 Demographic of Participant Pool

After pilot study and adjusted item selection, the self-administered online questionnaire was then sent to all target participants, reaching approximately more than 1,000 employees. In addition, 150 hard copies of the same questionnaire were also distributed to the target participants who were not convenient to respond online. These hardcopies were given to sales personnel to fill out during their monthly sales meeting. Out of all recipients of the online questionnaire links and hardcopies, 521 participants responded to the questionnaire and 422 responses were fully completed. The remaining 99 did not fully answer all the items, and their responses were therefore discarded. Of all the completed questionnaires, 135 were hardcopies while the remaining were from online channel. There were more female (68.25%) respondents than the male (31.75%) ones. Participants with 18-29 years of age represent 30.57%, 30-39 years are 50.95%, 40-49 years are 16.35 %, and 50-59 years are 2.13%. Similar to the pilot study, the number of years of working experiences varies with the weighted average value of 6.31 years. The demographic characteristics of this participant group is shown in

Table 4.1 Demographic Characteristics of 422 Participants in Main Study

Variables	Count	Percentage
Gender		
- Male	134	31.75%
- Female	288	68.25%
Age		
- < 20 years	4	0.95%
- 21-29 years	125	29.62%
- 30-39 years	215	50.95%
- 40-49 years	69	16.35%
- > 50 years	9	2.13%
Educational level		
- Vocational school	76	18.01%
- High vocational school	50	11.85%
- Bachelor's degree	242	57.34%
- Master's degree	53	12.56%
- Doctorate	1	0.24%
Marital status		
- Single	273	64.69%
- Married	129	30.57%
- Separated/Divorce	20	4.74%
Years of employment		
- < 2 years	118	27.96%
- 2-5 years	125	29.62%
- 6-10 years	101	23.94%
- 11-15 years	39	9.24%
- > 15 years.	39	9.24%
Total	422	100%

4.2 Relationship between Organizational Socialization and Role-Based Performance.

To test the relationship between organizational socialization and role-based performance, bivariate correlation matrix was calculated among the constructs of organizational socialization and role-based performance. Then, linear regression was computed in SPSS using role-based performance as a dependent variable and organizational socialization as an independent variable.

Data analyses indicates significant positive correlations ($0.413 \leq r \leq 0.755$) between each pair of the variables with 2-tailed significance level ($p\text{-value} \leq 0.05$) as shown in **Table 4.2**. The relationship is strongest for organizational socialization in the present and career role-based performance ($r=0.755$), suggesting that the more organizational socialization in the present the employees have, the more performance on employee's career. However, innovation role-based performance exhibits weakest relationship to organizational socialization in the beginning of the career. Similar to the correlation matrix, the linear regression analysis also results in significant positive effect of organizational socialization on role-based performance with standardized coefficient if 0.714 as shown in **Table 4.3**. Therefore, Hypothesis 1 is fully supported.

Table 4.2 Correlation between Organizational Socialization and Role-Based Performance

	Mean	SD	RBJ	RBO	RBC	RBI	RBT	OSB	OSM	OSP	RB	OSO
RBJ	19.45	2.64	1									
RBO	19.67	2.69	.745**	1								
RBC	19.00	3.14	.621**	.675**	1							
RBI	19.42	2.87	.676**	.715**	.698**	1						
RBT	14.76	2.15	.564**	.656**	.624**	.663**	1					
OSB	29.73	4.24	.418**	.444**	.533**	.413**	.461**	1				
OSM	27.71	4.79	.418**	.449**	.615**	.451**	.472**	.757**	1			
OSP	72.59	13.55	.517**	.581**	.755**	.569**	.530**	.550**	.693**	1		
RB	92.31	11.58	.843**	.886**	.860**	.882**	.802**	.532**	.567**	.698**	1	
OSO	130.04	20.20	.533**	.590**	.764**	.575**	.564**	.758**	.860**	.950**	.714**	1

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

RBJ = Job Role-Based Performance

OSB = Organizational Socialization in Beginning

RBO = Organization Role-Based Performance

OSM = Organizational Socialization in Middle Term

RBC = Career Role-Based Performance

OSP = Organizational Socialization in Present

RBI = Innovation Role-Based Performance

OSO = Total Organizational Socialization

RBT = Team Role-Based Performance

RB = Total Role-Based Performance

Table 4.3 Linear Regression Model between Organizational Socialization and Role-Based Performance

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	0.714 ^a	0.510	0.509	8.11350

a: Predictors: (Constant), OSO

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28775.844	1	28775.844	437.131	.000 ^b
	Residual	27648.109	420	65.829		
	Total	56423.953	421			

a: Dependent Variable: RB

b: Predictors: (Constant), OSO

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	28775.844	39.091	2.576	15.177	.000
	OSO	27648.109	.409	.020	20.908	.000

a: Dependent Variable: RB

RB = Role-Based Performance

OSO = Organizational Socialization

4.3 Relationship between Organizational Socialization and Employee's Well-Being

Similar to the previous section, to test Hypothesis 2, the bivariate correlation matrix among the constructs of organizational socialization and employee's well-being was calculated in SPSS. Then, linear regression was conducted using organizational socialization as an independent variable and employee's well-being as a dependent variable.

Data analyses indicated significant positive correlations ($0.220 \leq r \leq 0.606$) between all stages and all dimensions of employee's well-being with significant level ($p\text{-value} \leq 0.05$) as shown in **Table 4.4**. The table reveals that organizational socialization in the present exhibits the strongest relationship with career well-being with the coefficient correlation value of 0.606. It is interesting to note that organizational socialization in the present both have strongest relationship for career aspect of both employee's performance and well-being. Meanwhile, organizational socialization in the beginning has weak relationships with both financial well-being and physical well-being with the coefficient correlation values of 0.22 and 0.279 respectively. Correspondingly, the linear regression analysis also resulted in significant positive impact of organizational socialization on employee's well-being with the standardized coefficient of 0.599 as shown in **Table 4.5**. Therefore, Hypothesis 2 is fully supported.

Table 4.4 Correlation between Organizational Socialization and Well-Being

	Mean	SD	WBCr	WBS	WBF	WBP	WBCm	OSB	OSM	OSP	WB	OSO
WBCr	35.06	3.96	1									
WBS	34.79	4.55	.464**	1								
WBF	29.17	6.95	.352**	.400**	1							
WBP	25.71	4.84	.442**	.450**	.453**	1						
WBCm	31.41	5.60	.395**	.537**	.494**	.534**	1					
OSB	29.73	4.24	.474**	.381**	.220**	.279**	.372**	1				
OSM	27.71	4.79	.471**	.388**	.296**	.332**	.454**	.757**	1			
OSP	72.59	13.55	.606**	.328**	.356**	.429**	.503**	.550**	.693**	1		
WB	156.14	19.51	.660**	.736**	.775**	.757**	.801**	.440**	.504**	.578**	1	
OSO	130.04	20.20	.618**	.392**	.356**	.425**	.523**	.758**	.860**	.950**	.599**	1

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

WBCr = Career Well-Being

WBS = Social Well-Being

WBF = Financial Well-Being

WBP = Physical Well-Being

WBCm = Community Well-Being

WB = Total Well-Being

OSB = Organizational Socialization in Beginning

OSM = Organizational Socialization in Middle Term

OSP = Organizational Socialization in Present

OSO = Total Organizational Socialization

Table 4.5 Linear Regression Model between Organizational Socialization and Employee's Well-Being

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	0.599 ^a	0.359	0.358	15.63661

a: Predictors: (Constant), OSO

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57531.761	1	57531.761	235.300	.000 ^b
	Residual	102691.540	420	244.504		
	Total	160223.301	421			

a: Dependent Variable: WB

b: Predictors: (Constant), OSO

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	80.888	4.964		16.295	.000
	OSO	.579	.038	.599	15.339	.000

a: Dependent Variable: WB

WB = Well-Being OSO = Organizational Socialization

Table 4.6 Correlation between Job-Embeddedness and Role-Based Performance

	Mean	SD	RBJ	RBO	RBC	RBI	RBT	JEL	JEF	JES	JE	RB
RBJ	19.45	2.64	1									
RBO	19.67	2.69	.745**	1								
RBC	19.00	3.14	.621**	.675**	1							
RBI	19.42	2.87	.676**	.715**	.698**	1						
RBT	14.76	2.15	.564**	.656**	.624**	.663**	1					
JEL	41.80	6.73	.549**	.606**	.710**	.587**	.556**	1				
JEF	28.83	4.10	.638**	.656**	.716**	.605**	.542**	.771**	1			
JES	34.03	6.55	.532**	.549**	.665**	.528**	.489**	.810**	.726**	1		
JE	104.66	16.06	.610**	.645**	.751**	.616**	.571**	.946**	.875**	.933**	1	
RB	92.31	11.58	.843**	.886**	.860**	.882**	.802**	.708**	.744**	.652**	.752**	1

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

RBJ = Job Role-Based Performance

JEL = Job-Embeddedness - Link

RBO = Organization Role-Based Performance

JEF = Job-Embeddedness - Fit

RBC = Career Role-Based Performance

JES = Job-Embeddedness - Sacrifice

RBI = Innovation Role-Based Performance

JE = Job-Embeddedness

RBT = Team Role-Based Performance

RB = Total Role-Based Performance

Table 4.7 Correlation between Job-Embeddedness and Well-Being

	Mean	SD	JEL	JEF	JES	WBR	WBS	WBF	WBP	WBM	WB	JE
JEL	41.80	6.73	1									
JEF	28.83	4.10	.771**	1								
JES	34.03	6.55	.810**	.726**	1							
WBCr	35.06	3.96	.614**	.579**	.501**	1						
WBS	34.79	4.55	.385**	.328**	.265**	.464**	1					
WBF	29.17	6.95	.382**	.312**	.317**	.352**	.400**	1				
WBP	25.71	4.84	.471**	.432**	.407**	.442**	.450**	.453**	1			
WBCm	31.41	5.60	.516**	.468**	.470**	.395**	.537**	.494**	.534**	1		
WB	156.14	19.51	.616**	.547**	.512**	.660**	.736**	.775**	.757**	.801**	1	
JE	104.66	16.06	.946**	.875**	.933**	.609**	.353**	.369**	.474**	.528**	.607**	1

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

WBCr = Career Well-Being

WBS = Social Well-Being

WBF = Financial Well-Being

WBP = Physical Well-Being

WBCm = Community Well-Being

WB = Total Well-Being

JEL = Job-Embeddedness - Link

JEF = Job-Embeddedness - Fit

JES = Job-Embeddedness - Sacrifice

JE = Job-Embeddedness

Table 4.8 Correlation between Job-Embeddedness and Organizational Socialization

	Mean	SD	JEL	JEF	JES	OSB	OSM	OSP	JE	OSO
JEL	41.80	6.73	1							
JEF	28.83	4.10	.771**	1						
JES	34.03	6.55	.810**	.726**	1					
OSB	29.73	4.24	.505**	.522**	.438**	1				
OSM	27.71	4.79	.606**	.558**	.559**	.757**	1			
OSP	72.59	13.55	.789**	.711**	.715**	.550**	.693**	1		
JE	104.66	16.06	.946**	.875**	.933**	.523**	.624**	.804**	1	
OSO	130.04	20.20	.778**	.718**	.704**	.758**	.860**	.950**	.797**	1

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

JEL = Job-Embeddedness - Link

JEF = Job-Embeddedness – Fit

JES = Job-Embeddedness Sacrifice

JE = Total Job-Embeddedness

OSB = Organizational Socialization in Beginning

OSM = Organizational Socialization in Middle Term

OSP = Organizational Socialization in Present

OSO = Total Organizational Socialization

Table 4.9 Correlation between Role-Based Performance and Well-Being

	Mean	SD	RBJ	RBO	RBC	RBI	RBT	WBR	WBS	WBF	WBP	WBM	WB	RB
RBJ	19.45	2.64	1											
RBO	19.67	2.69	.745**	1										
RBC	19.00	3.14	.621**	.675**	1									
RBI	19.42	2.87	.676**	.715**	.698**	1								
RBT	14.76	2.15	.564**	.656**	.624**	.663**	1							
WBCr	35.06	3.96	.597**	.574**	.624**	.534**	.428**	1						
WBS	34.79	4.55	.388**	.482**	.367**	.400**	.389**	.464**	1					
WBF	29.17	6.95	.337**	.318**	.355**	.256**	.301**	.352**	.400**	1				
WBP	25.71	4.84	.401**	.435**	.383**	.386**	.317**	.442**	.450**	.453**	1			
WBCm	31.41	5.60	.386**	.464**	.457**	.387**	.435**	.395**	.537**	.494**	.534**	1		
WB	156.14	19.51	.542**	.583**	.565**	.500**	.491**	.660**	.736**	.775**	.757**	.801**	1	
RB	92.31	11.58	.843**	.886**	.860**	.882**	.802**	.651**	.474**	.367**	.451**	.497**	.628**	1

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

RBJ = Job Role-Based Performance

WBCr = Career Well-Being

RBO = Organization Role-Based Performance

WBS = Social Well-Being

RBC = Career Role-Based Performance

WBF = Financial Well-Being

RBI = Innovation Role-Based Performance

WBP = Physical Well-Being

RBT = Team Role-Based Performance

WBCm = Community Well-Being

RB = Total Role-Based Performance

WB = Total Well-Being

4.4 Moderating Effect of Job-Embeddedness on the relationship between Organizational Socialization and Employee Performance

To test the moderating effect of job-embeddedness on the relationship between organizational socialization and employee performance, two-stepped linear regression on SPSS was conducted. First step was to regress standardized score of organizational socialization and job-embeddedness as independent variables on standardized score of role-based performance. Then, the second step was to add the product of standardized score of organizational socialization and job-embeddedness as the third independent variable to test for any interaction effect between the two independent variables. The calculation shows that the change in r-square after adding the product of organizational socialization and job-embeddedness is 0.08 with p-value of 0.004. The ANOVA table also shows the standardized coefficient of the moderation to be statistically significant with the coefficient value of 0.09. The result of the regression is illustrated in **Table 4.10**. In the other words, job-embeddedness has significant moderating effect on the relationship between organizational socialization and employee performance. **Figure 4.1** shows the two-way interaction plot of this moderating effect. It is evident that at a high level of job-embeddedness, the slope of the relationship between organizational socialization and employee performance becomes higher, thus confirming the moderating effect.

Table 4.10 Two-Stepped Linear Regression of Organizational Socialization and Job-Embeddedness on Role-Based Performance

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F	df1	df2	Sig. F Change
1	0.776 ^a	0.602	0.600	.63223093	.602	317.124	2	419	.000
2	0.781 ^b	0.610	0.607	.62677685	.008	8.324	1	418	.004

a: Predictors: (Constant), zJE, zOSO

b: Predictors: (Constant), zJE, zOSO, zOSOxzJE

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	253.519	2	126.760	317.124	.000 ^b
	Residual	167.481	419	.400		
	Total	421.000	421			
2	Regression	256.789	3	85.596	217.886	.000 ^c
	Residual	164.211	418	.393		
	Total	421.000	421			

a: Dependent Variable: zRB

b: Predictors: (Constant), zJE, zOSO

c: Predictors: (Constant), zJE, zOSO, zOSOxzJE

Table 4.10 (Continued)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.574E-15	.031		.000	1.000
	zOSO	.314	.051	.314	6.162	.000
	zJE	.502	.051	.502	9.854	.000
2	(Constant)	-.053	.036		-1.478	.140
	zOSO	.323	.051	.323	6.388	.000
	zJE	.509	.051	.509	10.067	.000
	zOSOx z JE	.066	.023	.090	2.885	.004

a: Dependent Variable: zRB

zJE = Standardized Job-Embeddedness

zOSO = Standardized Organizational Socialization

zRB = Standardized Role-Based Performance

zOSOSx~~z~~JE = Product of zOSO and zJE

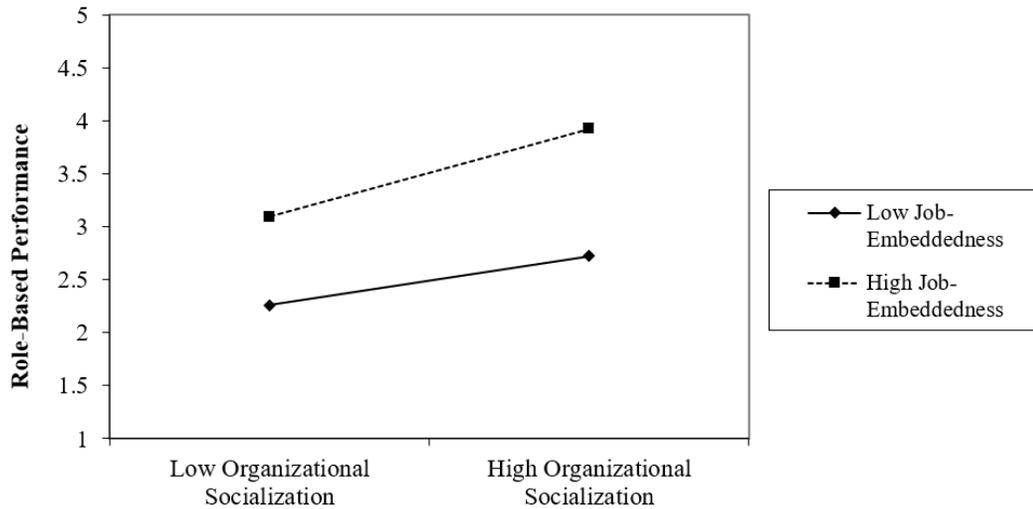


Figure 4.1 Two-Way Interaction Plot of Moderating Effect of Job Embeddedness on the Relationship of Organizational Socialization and Role-Based Performance

Even though the overall job-embeddedness was found to have significant moderating effect on the relationship, each component of job-embeddedness (link, fit, and sacrifice) was then further analyzed to explore how each of them played a role in the relationship between organizational socialization and role-based performance. To explore the moderating effect of each of the components, the two-stepped linear regression was repeated with the change in that job-embeddedness was replaced by each of its components. The result of the two-stepped regression analysis showed that all three components had significant moderating effect on the relationship with link having the strongest coefficient value of 0.096, then sacrifice with less strong coefficient value 0.081, and fit with the least coefficient value of 0.062. The results of the analysis of link, fit, and sacrifice component are shown in **Table 4.11**, **Table 4.12**, and **Table 4.13** respectively. Therefore, Hypothesis 3 is fully supported because in addition to the fact that the total score of job-embeddedness has significant moderating effect, each component of job-embeddedness also has significant moderating effect on the relationship between organizational socialization and role-based performance as well.

Table 4.11 Two-Stepped Linear Regression of Organizational Socialization and Link Component in Job-Embeddedness on Role-Based Performance

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.754 ^a	0.569	0.567	.65827903	.569	276.272	2	419	.000
2	0.760 ^b	0.578	0.575	.65226662	.009	8.760	1	418	.003

a: Predictors: (Constant), zLINK, zOSO

b: Predictors: (Constant), zLINK, zOSO, zOSOxzLINK

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	239.434	2	119.717	276.272	.000 ^b
	Residual	181.566	419	.433		
	Total	421.000	421			
2	Regression	243.161	3	81.054	190.512	.000 ^c
	Residual	177.839	418	.425		
	Total	421.000	421			

a: Dependent Variable: zRB

b: Predictors: (Constant), zLINK, zOSO

c: Predictors: (Constant), zLINK, zOSO, zOSOxzLINK

Table 4.11 (Continued)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	6.368E-15	.032			.000	1.000
	zOSO	.414	.051	.414		8.090	.000
	zLINK	.386	.051	.386		7.554	.000
2	(Constant)	-.055	.037			-1.485	.138
	zOSO	.426	.051	.426		8.386	.000
	zLINK	.393	.051	.393		7.752	.000
	zOSOxzLINK	.070	.024	.096		2.960	.003

a: Dependent Variable: zRB

zOSO = Standardized Organizational Socialization

zRB = Standardized Role-Based Performance

zLINK = Standardized Link Component in Job Embeddedness

zOSOSxzLINK = Product of zOSO and zLINK

Table 4.12 Two-Stepped Linear Regression of Organizational Socialization and Fit Component in Job-Embeddedness on Role-Based Performance

Model Summary									
Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.787 ^a	0.620	0.618	.61803505	.620	341.594	2	419	.000
2	0.790 ^b	0.624	0.621	.61563670	.004	4.271	1	418	.039

a: Predictors: (Constant), zFIT, zOSO

b: Predictors: (Constant), zFIT, zOSO, zOSOxzFIT

ANOVA^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	260.956	2	130.478	341.594	.000 ^b
	Residual	160.044	419	.382		
	Total	421.000	421			
2	Regression	262.574	3	87.525	230.931	.000 ^c
	Residual	158.426	418	.379		
	Total	421.000	421			

a: Dependent Variable: zRB

b: Predictors: (Constant), zFIT, zOSO

c: Predictors: (Constant), zFIT, zOSO, zOSOxzFIT

Table 4.12 (Continued)

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.886E-15	.030		.000	1.000
	zOSO	.372	.043	.372	8.597	.000
	zFIT	.476	.043	.476	11.004	.000
2	(Constant)	-.038	.035		-1.082	.280
	zOSO	.373	.043	.373	8.648	.000
	zFIT	.482	.043	.482	11.151	.000
	zOSOxzFIT	.053	.026	.062	2.067	.039

a: Dependent Variable: zRB

zOSO = Standardized Organizational Socialization

zRB = Standardized Role-Based Performance

zFIT = Standardized Fit Component in Job Embeddedness

zOSOSxzFIT = Product of zOSO and zFIT

Table 4.13 Two-Stepped Linear Regression of Organizational Socialization and Sacrifice Component in Job-Embeddedness on Role-Based Performance

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.744 ^a	0.554	0.552	.66923217	.554	260.501	2	419	.000
2	0.749 ^b	0.561	0.557	.66520756	.006	6.085	1	418	.014

a: Predictors: (Constant), zSACRI, zOSO

b: Predictors: (Constant), zSACRI, zOSO, zOSOxzSACRI

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	233.342	2	116.671	260.501	.000 ^b
	Residual	187.658	419	.448		
	Total	421.000	421			
2	Regression	236.035	3	78.678	177.803	.000 ^c
	Residual	184.965	418	.443		
	Total	421.000	421			

a: Dependent Variable: zRB

b: Predictors: (Constant), zSACRI, zOSO

c: Predictors: (Constant), zSACRI, zOSO, zOSOxzSACRI

Table 4.13 (Continued)

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.819E-15	.033		.000	1.000
	zOSO	.506	.046	.506	11.013	.000
	zSACRI	.296	.046	.296	6.450	.000
2	(Constant)	-.042	.037		-1.147	.252
	zOSO	.517	.046	.517	11.265	.000
	zSACRI	.301	.046	.301	6.586	.000
	zOSOxzSACRI	.060	.024	.081	2.467	.014

a: Dependent Variable: zRB

zOSO = Standardized Organizational Socialization

zRB = Standardized Role-Based Performance

zSACRI = Standardized Sacrifice Component in Job Embeddedness

zOSOSxzSACRI = Product of zOSO and zSACRI

4.5 Moderating Effect of Job-Embeddedness on the Relationship between Organizational Socialization and Well-Being

Similar to the previous section, two-stepped linear regression on SPSS was conducted. First step was to regress standardized score of organizational socialization and job-embeddedness as independent variables on standardized score of well-being. Then, the second step was to add the product of standardized score of organizational socialization and job-embeddedness as the third independent variable to test interaction effect between the two. Analysis showed that even though job-embeddedness had positive relationship with well-being in the first step regression with the, the product value of organizational socialization and job-embeddedness was not significant in the second step. When introducing the interaction effect in the second step, there was a change in r-squared of 3 percent from the first step, but the change was not significant with p-value of 0.135 ($p > .05$). **Table 4.14** shows the result of the regression. Therefore, there is no moderating effect of job-embeddedness on the relationship between organizational socialization and well-being.

As there was no significant evidence that the overall job-embeddedness had significant moderating effect, further analysis was done on each component of job-embeddedness to inspect whether link, fit, or sacrifice individually had any moderating effect on the relationship. Similarly, to explore the moderating effect of each of the components, the two-stepped linear regression was repeated with the change in that job-embeddedness was replaced by each of its components. The result of the analysis revealed that adding the interaction effect on the relationship between organizational socialization and well-being had no significant change in r-square for all components. All regression calculations yielded p-value of higher than 0.05 with link having p-value of 0.13, fit of 0.062, and sacrifice of 0.334. The results of the analysis of link, fit, and sacrifice component are shown in **Table 4.15**, **Table 4.16** and **Table 4.17** respectively. Therefore, Hypothesis 4 is not supported.

Table 4.14 Two-Stepped Linear Regression of Organizational Socialization and Job-Embeddedness on Well-Being

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.636 ^a	0.405	0.402	.77336702	.405	142.450	2	419	.000
2	0.639 ^b	0.408	0.404	.77222426	.003	2.241	1	418	.135

a: Predictors: (Constant), zJE, zOSO

b: Predictors: (Constant), zJE, zOSO, zOSOxzJE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	170.398	2	85.199	142.450	.000 ^b
	Residual	250.602	419	.598		
	Total	421.000	421			
2	Regression	171.734	3	57.245	95.995	.000 ^c
	Residual	249.266	418	.596		
	Total	421.000	421			

a: Dependent Variable: zWB

b: Predictors: (Constant), zJE, zOSO

c: Predictors: (Constant), zJE, zOSO, zOSOxzJE

Table 4.14 (Continued)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	5.819E-15	.033			.000	1.000
	zOSO	.506	.046	.506		11.013	.000
	zJE	.296	.046	.296		6.450	.000
2	(Constant)	-.042	.037			-1.147	.252
	zOSO	.517	.046	.517		11.265	.000
	zJE	.301	.046	.301		6.586	.000
	zOSOSxzJE	.060	.024	.081		2.467	.014

a: Dependent Variable: zWB

zOSO = Standardized Organizational Socialization

zWB = Standardized Well-Being

zJE = Standardized Job Embeddedness

zOSOSxzJE = Product of zOSO and zJE

Table 4.15 Two-Stepped Linear Regression of Organizational Socialization and Link Component of Job-Embeddedness on Well-Being

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.645 ^a	0.415	0.413	.76637102	.415	148.905	2	419	.000
2	0.647 ^b	0.419	0.415	.76517947	.003	2.306	1	418	.130

a: Predictors: (Constant), zLINK, zOSO

b: Predictors: (Constant), zLINK, zOSO, zOSOxzLINK

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	174.911	2	87.456	148.905	.000 ^b
	Residual	246.089	419	.587		
	Total	421.000	421			
2	Regression	176.261	3	58.754	100.348	.000 ^c
	Residual	244.739	418	.585		
	Total	421.000	421			

a: Dependent Variable: zWB

b: Predictors: (Constant), zLINK, zOSO

c: Predictors: (Constant), zLINK, zOSO, zOSOxzLINK

Table 4.15 (Continued)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.483E-15	.037			.000	1.000
	zOSO	.305	.060	.305		5.120	.000
	zLINK	.378	.060	.378		6.358	.000
2	(Constant)	-.033	.043			-.762	.446
	zOSO	.312	.060	.312		5.238	.000
	zLINK	.383	.059	.383		6.431	.000
	zOSOxzLINK	.042	.028	.058		1.519	.130

a: Dependent Variable: zWB

zOSO = Standardized Organizational Socialization

zLINK = Standardized Link Component of Job Embeddedness

zWB = Standardized Well-Being

zOSOSxzLINK = Product of zOSO and zLINK

Table 4.16 Two-Stepped Linear Regression of Organizational Socialization and Fit Component of Job-Embeddedness on Well-Being

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.622 ^a	0.387	0.384	.78467693	.387	132.378	2	419	.000
2	0.626 ^b	0.392	0.388	.78234629	.005	3.500	1	418	.062

a: Predictors: (Constant), zFIT zOSO

b: Predictors: (Constant), zFIT, zOSO, zOSOxzFIT

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.015	2	81.507	132.378	.000 ^b
	Residual	257.985	419	.616		
	Total	421.000	421			
2	Regression	165.157	3	55.052	89.945	.000 ^c
	Residual	255.843	418	.612		
	Total	421.000	421			

a: Dependent Variable: zWB

b: Predictors: (Constant), zFIT, zOSO

c: Predictors: (Constant), zFIT, zOSO, zOSOxzFIT

Table 4.16 (Continued)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	4.747E-15	.038			.000	1.000
	zOSO	.426	.055	.426		7.754	.000
	zFIT	.241	.055	.241		4.386	.000
2	(Constant)	-.044	.045			-.980	.328
	zOSO	.427	.055	.427		7.794	.000
	zFIT	.247	.055	.247		4.504	.000
	zOSOxzFIT	.061	.033	.072		1.871	.062

a: Dependent Variable: zWB

zOSO = Standardized Organizational Socialization

zFIT = Standardized Fit Component of Job Embeddedness

zWB = Standardized Well-Being

zOSOSxzFIT = Product of zOSO and zFIT

Table 4.17 Two-Stepped Linear Regression of Organizational Socialization and Sacrifice Component of Job-Embeddedness on Well-Being

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.613 ^a	0.375	0.372	.79223633	.375	125.884	2	419	.000
2	0.614 ^b	0.377	0.372	.79229857	.001	.934	1	418	.334

a: Predictors: (Constant), zSACRI, zOSO

b: Predictors: (Constant), zSACRI, zOSO, zOSOxzSACRI

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.020	2	79.010	125.884	.000 ^b
	Residual	262.980	419	.628		
	Total	421.000	421			
2	Regression	158.606	3	52.869	84.221	.000 ^c
	Residual	262.394	418	.628		
	Total	421.000	421			

a: Dependent Variable: zWB

b: Predictors: (Constant), zSACRI, zOSO

c: Predictors: (Constant), zSACRI, zOSO, zOSOxzSACRI

Table 4.17 (Continued)

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.940E-15	.039		.000	1.000
	zOSO	.473	.054	.473	8.699	.000
	zSACRI	.180	.054	.180	3.304	.001
2	(Constant)	-.020	.044		-.449	.653
	zOSO	.478	.055	.478	8.751	.000
	zSACRI	.182	.054	.182	3.341	.001
	zOSOxzSACRI	.028	.029	.038	.967	.334

a: Dependent Variable: zWB

zOSO = Standardized Organizational Socialization

zSACRI = Standardized Sacrifice Component of Job Embeddedness

zWB = Standardized Well-Being

zOSOSxzSACRI = Product of zOSO and zSACR

CHAPTER 5

SUMMARY, DISCUSSION, AND RECOMMENDATIONS

This chapter summarizes the results of the research questions, hypotheses, and findings with discussion of any potential drawbacks and recommendation for possible future research topics.

5.1 Summary

The main purpose of this paper was to examine the relationships between 1) organizational socialization and role-based employee's performance, 2) organizational socialization and well-being, and 3) to investigate the moderating effect of job-embeddedness on those relationships. The scope of this study covered sales personnel of consumer product companies in Thailand. Quantitative research approach, using validated questionnaires to collect data, was used to conduct these research studies. Definition of operational variables included organizational socialization (Tipwan Mongkhondeeklakul, 2011), job-embeddedness (Mitchell et al., 2001b), role-based performance (Rath, 2010; Nuttaporn Jariyapanya, 2013; Iratracha Amornpipat, 2016), and well-being (Welbourne, Johnson & Erez, 1998). All questionnaires utilizing to measure the variables, based on their operation definitions, found good qualities, high reliabilities, appropriate item-total correlations, and significant discriminant t-values. To conduct the quantitative analysis, the calculation and model were done on IBM SPSS to test the following four hypotheses:

Hypothesis 1: Organization socialization has positive relationship with employee performance. This hypothesis is fully supported with correlation of 0.714.

Hypothesis 2: Organizational socialization has positive relationship with employee's well-being. This hypothesis is also fully supported with correlation of 0.599.

Hypothesis 3: Job embeddedness has moderating effect on the relationship between organizational socialization and employee performance. This hypothesis is also fully supported.

Hypothesis 4: Job embeddedness has moderating effect on the relationship between organizational socialization and employee's well-being. This hypothesis is not supported. The study found no significant moderating effect at 95% level of confidence on the overall score of job-embeddedness and each of its component.

5.2 Discussion

First, this research study established evidences that there was a significant positive relationship between organizational socialization with performance and with well-being. In hypothesis 1, bivariate correlation analysis showed that not only did the total score of organizational socialization have positive correlation with role-based performance, but the score of each period of the organizational socialization also had positive correlation with each of the constructs of role-based performance as shown in **Table 4.2**. In **Table 4.3**, linear regression analysis with organizational socialization as an independent variable on role-based performance as dependent variable also revealed consistent result that both had statistically significant positive relationship. The relationship appeared to be strongest between the present period of organizational socialization and career performance and weakest between beginning period and innovation. This result is reasonable given that the beginning period of organizational socialization usually have little or less effect than actions performed in the present period by employees. As many researchers (Cooper-Thomas & Anderson, 2005; Wang, 2011) conducted studied and found that socialization had positive effect and influence on various aspects of employees' performance, this study confirmed that

organizational socialization and role-based performance had positive relationship as a whole especially for sales personnel in Thailand.

In hypothesis 2, the relationship between organizational socialization and well-being was investigated. In **Table 4.4**, the bivariate correlation analysis also showed that the total score for organizational socialization and the total score of well-being had statistically significant positive relationship. Additionally, each period of organizational socialization also had positive relationship with each constructs of well-being. The linear regression analysis in **Table 4.5** also confirmed the positive relationship between these two variables. The strongest relationship was between the present period and career well-being and the weakest was between beginning period and financial well-being. Once again, this result appeared to be reasonable given that the effect of actions performed in the present period of employee should have more effect than what employees experienced in the beginning of their career at their companies. So, as many researchers (Ostroff & Kozlowski, 1992; Saks & Gruman, 2011; Salavait, Ahmadi, Sheikhesmaeili, & Mirzaei, 2011; Sachita & Ruchi, 2015) found that organizational socialization had positive correlation with various aspects of well-beings, this study confirmed that organizational socialization did indeed have positive relationship with total well-being as a whole especially for sales personnel in Thailand.

Based on these two pieces of relationship findings, job-embeddedness variable was introduced as an independent variable to explore the moderating effect on those relationships. In hypothesis 3, the study explored the moderating effect on the relationship between organizational socialization and role-based performance. Two-stepped linear regression model was used to analyze where the first step, only organizational socialization and job-embedded were used as independent variables and role-based performance as dependent variable. In the second step, the interaction, or the product of organizational socialization and job-embedded, was introduced in the regression as the third independent variable. The r-square values of the two models were then compared to see whether there was statistically difference. On the other words, the analysis was done to inspect whether adding the interaction changed the relationship between organizational socialization and role-based performance in a

meaningful and significant way. In hypothesis 3, the regression showed that the change in r-square was significant. Therefore, job-embeddedness has been found to have significant moderating effect on the relationship between organizational socialization and role-based performance. This result proved to be an extension of moderating effect of job-embeddedness on other relationship besides that found by Park and Shaw (2012) and Gaye and Cenkci (2014). Further inspection on each constructs of embeddedness, namely fit, link, and sacrifice, were also tested for mediating effect on the relationship using similar two-stepped linear regression. Interestingly, this detailed analysis also showed that the link component of job-embeddedness had the strongest effect among the three with sacrifice being the second, and fit being the least. The fact that the link component of job-embeddedness has the highest moderating influence among the three means that sales personnel in Thailand might not consider sacrifice and fit as important as the link component in job-embeddedness. The fact that link arises as the strongest effect could be distinctive to Eastern culture of Thailand where collectivism plays more central role than Western culture (Hofstede, 2011). However, whether this finding is unique to Thailand or not should be investigated further for next research.

In hypothesis 4, the study explored the moderating effect of job-embeddedness on the relationship between organizational socialization and well-being. The two-stepped linear regression was performed similarly to that in hypothesis 3. In the first step, only organizational socialization and job-embedded were used as independent variables and well-being as dependent variable. In the second step, the interaction, or the product of organizational socialization and well-being, was introduced in the regression as the third independent variable. The r-square values of the two models were then compared to see whether there was statistically difference. On the other words, the analysis was done to inspect whether adding the interaction changed the relationship between organizational socialization and well-being in a meaningful and significant manner. The analysis showed that the overall job-embeddedness was found to have no significant moderating effect on the relationship of organizational socialization and well-being. Although moderating effect of job-embeddedness has positive correlation with the relationship between organizational socialization and well-being, the effect was found to be statistically insignificant. Further inspection on

each construct of job-embeddedness was also explored to see whether they might have moderating effect on the relationship using similar two-stepped linear regression. However, as the result shown in **Table 4.15**, **Table 4.16**, and **Table 4.17**, none of the job-embeddedness' constructs had significant moderating effect. This could result from the fact that the measurement of well-being in this study covered much more than mere link, fit, and sacrifice of job-embeddedness. Although Bambacas (2011) found that fit “amplifies career and life satisfaction”, this study found that in other aspects of well-being such as financial, physical, and community, job-embeddedness did not possess moderating influence the relationship of organizational socialization and overall well-being.

5.3 Implications

The findings of this study carried several implications both for corporate practitioners and academic researchers. As companies try to bottom line of business results, firms employ various intervention tools to increase performance and well-being of employees (Lawler, 1986; Welbourne, Johnson & Erez, 1998; VanScotter, Motowidlo, & Cross, 2000). This research study showed that while organizational socialization has a significant positive impact on performance of employees, the ones with higher job-embeddedness will perform with even higher level of role-based performance. Knowledge obtained from this study can be applied to human resource management planning and programs. In particular, any intervention programs that promote both organization socialization and job-embeddedness can lead to even better employee performances than targeting either one alone. Additionally, interventions that choose to focus on the link component of job-embeddedness should provide the most amplification impact than to focus on sacrifice or fit component.

However, as the result of this study showed that job-embeddedness did not have moderating effect on the relationship of organizational socialization and well-being, this means that an individual who possess high level of job-embeddedness might not necessarily have higher level of well-being despite being a high performer in his or her company. Although there were evidences of positive correlation in **Table 4.14**, the

interaction between organizational socialization did not provide extra benefit. Unlike employee performances, the management teams should be aware that these combined intervention programs do not result in increased employee's well-being.

This study also has implications for further academic researchers as well. As the questionnaires were proven to be reliable with high Cronbach's Alpha among sales personnel in Thailand, other researchers can then refer to this study to apply these questionnaires for similar study in the future for similar groups of target samples. In addition, role-based performance questionnaires were translated from English into Thai and back-translated again for verification for this study. The Thai version the questionnaires were reviewed by experts and proven to have also reliable Cronbach's Alpha after minor adjustment as stated in previous section. Therefore, future research can also refer to these translated role-based performance items for similar target participants. As few role-based performance questionnaires were previously used in Thailand, this study helped pioneer the extension of these questionnaires to Eastern culture of Thailand.

5.4 Limitation of the Study and Recommendation for Future Research

There are several limitations of this study which can be improved further in future research. First, this research study might suffer from survivorship bias in the participant pool. The nature of sale personnel profession is that a large proportion of personal benefit usually comes from performance-based sales commission (Schmidtman, 2016), and the occupation usually has high turnover rate (Good, Sisler, & Gentry, 1988). This means that any salespersons who are still working in their sales roles currently have a reasonably high level of performance and well-being, but those who do not perform well may have already left their organizations, voluntarily or not. Since this research was conducted using information from currently employed individuals, the study might not capture the entire picture of the relationship of the constructs among ex-employees. Therefore, the participants could be affected by this survivorship bias. However, conducting a study of ex-employees is often proved to be a challenging task

because most companies do not keep a good track record of their contact information. Second, the participants for this study are limited to sales personnel working in Thailand, thus it should be interesting to extend the research to other occupations to explore whether the result from this study could be generalized to other professions. Since each occupation usually has its own unique characteristics, the result could very well be different and interesting. Next, as this research was conducted in Thai cultural context, a similar study can be done in other countries to investigate whether different cultures may result in different outcomes of the study. According to Hofstede (2011), different cultures have different levels of value dimensions. Therefore, it is of great interest to investigate whether the moderating effect of job-embeddedness will yield similarities or differences across different cultures around the world. Moreover, our analysis has shown that, among all components of job-embeddedness, the link component has the strongest moderating effect on the relationship between organizational socialization and role-based performance. Further investigation can be explored as to why this is such a case and whether Eastern culture of having focus on collectivism may play any role in this finding.

In addition, when conducting two-step linear regression, it is observed that in both relationships between organizational socialization and performance and between organizational socialization and well-being the correlation value for both relationships dropped after the introduction of job-embeddedness into the regression. As statistics correlation does not mean causation, further investigation for causation and whether there exist other variables that could have a partly mediation effect on these two relationships as well. Or perhaps, there could be other latent variables that are involved among all these relationships.

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APPENDIX

แบบสอบถามเพื่อการวิจัย

คำชี้แจง

1. แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาในระดับดุษฎีบัณฑิต การพัฒนาทรัพยากรมนุษย์ และองค์การ ของ สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) หลักสูตรนานาชาติ ภายใต้หัวข้อ The Moderating Effect of Job-Embeddedness on the Effect of Organizational Socialization on Employee's Performance and Well-Being of Salespersons in Thailand.
2. ขอความกรุณาท่านตอบคำถามในแบบสอบถามทุกข้อตามความเป็นจริงให้มากที่สุด คำตอบของท่านที่จะนำมาใช้เพื่อวิเคราะห์และแสดงผลโดยรวมเท่านั้น ไม่มีการวิเคราะห์หรือแสดงผลรายบุคคล ดังนั้นการตอบแบบสอบถามนี้จะไม่มีผลกระทบใด ๆ ต่อตัวท่านหรือหน่วยงานของท่าน
3. แบบสอบถามชุดนี้ใช้เวลาทำประมาณ 10 นาที มีทั้งหมด 5 ตอน ดังนี้
 - ตอนที่ 1 แบบสอบถามข้อมูลส่วนบุคคลของผู้ตอบ
 - ตอนที่ 2 แบบสอบถาม Well-Being
 - ตอนที่ 3 แบบสอบถาม Organizational Socialization
 - ตอนที่ 4 แบบสอบถาม Job Embeddedness
 - ตอนที่ 5 แบบสอบถาม Role-Based Performance
4. แบบสอบถามนี้เป็นการสอบถามโดยสมัครใจ ท่านสามารถไม่ตอบคำถามข้อหนึ่งข้อใดก็ได้ตามความสมัครใจ ท่านยืนยันว่าท่านมีอายุมากกว่า 18 ปี และยินยอมเข้าร่วมทำแบบสอบถามนี้ ขอขอบพระคุณในความอนุเคราะห์ตอบแบบสอบถามของท่านมา ณ โอกาสนี้เป็นอย่างสูง หากท่านมีข้อคำถามใดๆ สามารถติดต่อผู้วิจัย นาย จรัสพงศ์ โชติกวนิชย์ ได้โดยตรงที่อีเมล charatc.nida@gmail.com

ขอแสดงความนับถือ

จรัสพงศ์ โชติกวนิชย์

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ตอนที่ 1 แบบสอบถามข้อมูลส่วนบุคคลของผู้ตอบ

กรุณาทำเครื่องหมายกากบาท(X) ในช่อง ที่กำหนด หรือตอบคำถามในช่องว่าง

1) เพศ

ชาย

หญิง

2) ช่วงอายุ

น้อยกว่า 17 ปี

18 - 20 ปี

21 - 29 ปี

30 - 39 ปี

40 - 49 ปี

50 - 59 ปี

ตั้งแต่ 60 ปีขึ้นไป

3) สถานภาพในการทำงานในตำแหน่งพนักงานขายในปัจจุบัน

งานขายที่ทำอยู่นี้เป็นงานหลัก

มีงานประจำอื่น งานขายเป็นงานเสริม

ไม่ได้ทำงานใดๆที่เกี่ยวกับงานขาย

4) อายุงานในตำแหน่งพนักงานขาย _____ ปี _____ เดือน

5) จังหวัดที่ท่านทำงานอยู่ในปัจจุบัน _____

6) จังหวัดที่ท่านอาศัยอยู่ในขณะนี้ (ถ้าต่างจากจังหวัดที่ท่านทำงานอยู่) _____

7) สถานภาพสมรส

โสด

สมรส

หย่าร้างหรือแยกกันอยู่

8) ระดับการศึกษาสูงสุด

ประกาศนียบัตรวิชาชีพ (ปวช.)

ประกาศนียบัตรวิชาชีพชั้นสูง (ปวส.)

ปริญญาตรี

ปริญญาโท

ปริญญาเอก

9) ประเภทธุรกิจของบริษัทหรือองค์กรที่ท่านทำงานอยู่

เกษตรและอุตสาหกรรมอาหาร

สินค้าอุปโภคบริโภค

ธุรกิจการเงิน

สินค้าอุตสาหกรรม

อสังหาริมทรัพย์และก่อสร้าง

พลังงานและสาธารณูปโภค

บริการทางการแพทย์

ท่องเที่ยวและสันทนาการ

ผลิตภัณฑ์ส่วนอิเล็กทรอนิกส์

สื่อและสิ่งพิมพ์

เทคโนโลยีสารสนเทศและการสื่อสาร

อื่นๆ (โปรดระบุ) _____

10) ชื่อบริษัทหรือองค์กรที่ท่านทำงานอยู่ (ไม่จำเป็นต้องตอบ)

ตอนที่ 2 แบบสอบถาม Well-Being

กรุณาตอบแต่ละข้อคำถามตามความเป็นจริงที่เกิดขึ้นกับท่าน โดยทำเครื่องหมาย กากบาท(X) ใต้ข้อความ จาก จริงที่สุด ถึง ไม่จริงที่สุด

ข้อคำถาม	จริง ที่สุด	จริง	ค่อนข้าง จริง	ค่อนข้าง ไม่จริง	ไม่ จริง	ไม่ จริง ที่สุด
Career Well-Being 1. งานของท่านมีความมั่นคง 2. ท่านมีโอกาสก้าวหน้าในหน้าที่การงานของท่าน 3. ท่านมีความสามารถในการทำงานในบริษัทที่ท่านทำอยู่ในขณะนี้ 4. ท่านมีโอกาสพัฒนาตนเองเพื่อให้มีความรู้ความสามารถในงานมากขึ้น เช่น ศึกษาต่อ เข้าอบรมทักษะหรือวิธีการทำงานใหม่ๆ เป็นต้น 5. ท่านทำงานได้ดีและเป็นประโยชน์ต่อบริษัท 6. งานที่ท่านทำอยู่เป็นอาชีพที่สังคมยอมรับ 7. ท่านสามารถหางานใหม่ได้ โดยไม่ยาก						
Social Well-Being 8. ท่านมีกลุ่มเพื่อนหรือรุ่นพี่รุ่นน้องที่ติดต่อกันทุกซัปดาห์ 9. เมื่อมีปัญหา ท่านสามารถขอความช่วยเหลือหรือคำแนะนำได้จากผู้ใหญ่หรือเพื่อนรอบข้าง						

<p>10. ท่านมีบุคคลที่คอยให้กำลังใจ และ/หรือ ส่งเสริมสนับสนุนท่านในเรื่องต่างๆ</p> <p>11. ท่านเข้ากับคนอื่นได้ง่าย สามารถทักทาย พูดคุยกับคนที่ไม่เคยรู้จักมาก่อนได้ง่าย</p> <p>12. ท่านเข้าร่วมกลุ่มท่องเที่ยวหรือทำกิจกรรม กลุ่มต่างๆ เสมอ</p> <p>13. ท่านได้รับข่าวสารสำคัญๆ จากหลายทาง เช่น จากเพื่อน ญาติ สื่อต่างๆ</p> <p>14. ท่านชอบอยู่เฉยๆ จึง ไม่มีเพื่อนหรือญาติ สนิทมาทักทายเหมือนคนอื่นๆ</p>					
<p>Financial Well-Being</p> <p>15. ท่านมีรายได้เพียงพอกับการใช้จ่ายของ ท่านและครอบครัว</p> <p>16. ท่านมีที่พึ่งทางการเงิน ที่สามารถขอความช่วยเหลือได้เมื่อมีความจำเป็น</p> <p>17. ท่านมีเงินเก็บออมไว้ใช้จ่ายยามจำเป็นหรือ ในอนาคต</p> <p>18. ท่านมีที่อยู่อาศัยสะดวกสบาย ที่ไม่สร้าง ปัญหาทางการเงินให้กับท่าน</p> <p>19. ท่านไม่มีหนี้สิน หรือหากมีหนี้ก็สามารถ ผ่อนจ่ายได้โดยไม่ลำบาก</p> <p>20. ท่านสามารถให้ความสุขกับตนเอง เช่น เดินทางท่องเที่ยว รับประทานอาหารร้านอร่อย หรือดูภาพยนตร์ ได้ตามโอกาส โดยไม่สร้าง ปัญหาทางการเงิน</p> <p>21. ท่านมีความจำเป็นทางการเงิน ต้องหา รายได้เพิ่มพิเศษ</p>					

<p>Physical Well-Being</p> <p>22. ท่านมีสุขภาพแข็งแรง สามารถทำงานหรือเดินทางได้สะดวกสบาย</p> <p>23. ท่านออกกำลังกายเป็นประจำ เช่น เดิน วิ่ง เล่นกีฬา หรือบริหารร่างกายแบบต่างๆ</p> <p>24. ในแต่ละวัน ท่านนอนหลับพักผ่อนอย่างเพียงพอ</p> <p>25. ท่านมีจิตใจแจ่มใส ไม่หงุดหงิดหรือโมโหง่าย</p> <p>26. ท่านเข้าร่วมกิจกรรมส่งเสริมสุขภาพ เช่น เดิน วิ่ง หรือปั่นจักรยาน ที่เป็นประโยชน์ต่อสังคม</p> <p>27. เมื่อเปรียบเทียบกับเพื่อนวัยเดียวกัน ท่านมีสุขภาพร่างกายที่แข็งแรงมากกว่า</p> <p>28. ท่านมีปัญหาสุขภาพกายหรือสุขภาพจิต ที่ต้องคอยระวังและรักษาต่อเนื่อง</p>					
<p>Community Well-Being</p> <p>29. ท่านพักอาศัยในสภาพแวดล้อมที่ดี มีความสะดวกและปลอดภัยระดับหนึ่ง</p> <p>30. ท่านมีการติดต่อสื่อสารกับคนในชุมชนที่ท่านอาศัยอยู่ ได้รับรู้เรื่องราวทั้งดีและไม่ดีที่เกิดขึ้นในชุมชน</p> <p>31. ท่านสามารถเดินทางจากที่พักไปทำงานได้สะดวก</p> <p>32. สมาชิกที่บ้านหรือที่พักของท่าน ช่วยให้ท่านอยู่อย่างสุขสบายใจ</p> <p>33. ท่านมีเพื่อนแถวบ้านที่พักอาศัย ที่ท่านขอความช่วยเหลือหรือไหว้วานได้</p>					

<p>34. เมื่อมีเหตุวิกฤตหรือมีการขอความร่วมมือ คนในชุมชนที่ท่านพักอาศัยด้วย ยินดีให้ความ ร่วมมือช่วยเหลือ</p> <p>35. ในชุมชนที่ท่านอยู่อาศัย ต่างคนต่างอยู่ และไม่พูดคุยทักทายกัน</p>						
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ตอนที่ 3 แบบสอบถาม Organizational Socialization

กรุณาตอบแต่ละข้อคำถามตามความเป็นจริงที่เกิดขึ้นกับท่าน โดยทำเครื่องหมาย กากบาท(X) ได้
ข้อความ จาก จริงที่สุด ถึง ไม่จริงที่สุด

ข้อคำถาม	จริง ที่สุด	จริง	ค่อนข้าง จริง	ค่อนข้าง ไม่จริง	ไม่ จริง	ไม่ จริง ที่สุด
<p>ในช่วงเริ่มต้นของการทำงาน</p> <p>1. ท่านได้ทราบหน้าที่รับผิดชอบและระเบียบปฏิบัติของบริษัทก่อนเข้าทำงาน</p> <p>2. ท่านได้รับคำแนะนำเกี่ยวกับงานในหน้าที่และการใช้เครื่องมือต่างๆ ที่จำเป็นในการปฏิบัติงาน</p> <p>3. บริษัทได้ให้คู่มือที่แนะนำวิธีการปฏิบัติงาน เพื่อให้ท่านสามารถนำมาใช้เป็นแนวทางในการทำงาน</p> <p>4. ท่านได้รับการปฐมนิเทศอย่างเป็นทางการจากบริษัท</p> <p>5. ตั้งแต่วันแรกของการทำงาน ท่านแทบไม่ได้รับการช่วยเหลือในการเรียนรู้งาน</p> <p>6. เมื่อมีคำถามข้อสงสัย ท่านทราบว่าจะสอบถามได้จากใคร (เช่น หัวหน้าหรือเพื่อนร่วมงานคนใด)</p>						
<p>ในช่วงปีแรกของการทำงาน</p> <p>7. ในช่วงปีแรก บริษัทได้จัดฝึกอบรมเพื่อให้ท่านเรียนรู้การทำงานในบริษัทมากขึ้น</p> <p>8. บริษัทได้จัดกิจกรรมเพื่อให้ท่านรู้จักคุ้นเคยกับเพื่อนร่วมงานมากขึ้น</p> <p>9. ในช่วงแรกของการทำงาน ท่านได้เรียนรู้สิ่งใหม่ๆเกี่ยวกับการทำงานอย่างมาก</p>						

<p>10. ในปีแรกของการทำงาน บริษัทปล่อยให้ท่านศึกษาเรียนรู้งานด้วยตนเอง</p> <p>11. หัวหน้าคอยดูแลและแนะนำการทำงานให้แก่ท่าน</p> <p>12. ท่านมีบุคคลในบริษัทเป็นที่เลื่อมหรือเป็นต้นแบบการทำงานเพื่อเจริญรอยตาม</p>					
<p>ในช่วงปัจจุบันของการทำงาน</p> <p>13. บริษัทจัดให้ท่านเรียนรู้ทักษะความรู้ใหม่ๆ เพิ่มเติมเสมอ</p> <p>14. บริษัทส่งเสริมให้ท่านได้พัฒนาตนเอง เช่น การไปดูงานหรือการฝึกอบรมในเรื่องที่ท่านสนใจ</p> <p>15. บริษัทมีการวางแผนพัฒนาพนักงานเป็นรายบุคคล (Individual Development Plan) ให้กับท่าน</p> <p>16. บริษัทได้จัดกิจกรรมให้บุคลากรได้กระชับและรักษาความสัมพันธ์อย่างสม่ำเสมอ</p> <p>17. ท่านมีส่วนร่วมในการกำหนดแผนการปฏิบัติงานของหน่วยงานของท่าน</p> <p>18. บริษัทจัดให้มีการประกาศเกียรติคุณของพนักงานดีเด่น</p> <p>19. บริษัทส่งเสริมให้บุคลากรได้เรียนรู้การทำงานในแผนกอื่นๆ ด้วย</p> <p>20. เมื่อมีปัญหาท่านสามารถขอคำแนะนำปรึกษาจากหัวหน้างานหรือฝ่ายบุคคลได้</p> <p>21. ท่านมีโอกาสเรียนรู้และพัฒนาตนเองเพื่อก้าวขึ้นไปทำงานตำแหน่งงานที่สูงขึ้นได้</p>					

<p>22. บริษัทพยายามรักษาพนักงานให้ทำงานอยู่กับบริษัทนานๆ</p> <p>23. ท่านได้รับมอบหมายงานที่ต้องใช้ความสามารถมากขึ้นตามอายุงานหรือประสบการณ์</p> <p>24. ท่านได้รับตำแหน่งหรือบทบาทอื่นๆ ในบริษัท นอกเหนือจากตำแหน่งงานประจำ เช่น หัวหน้าชมรม คณะทำงาน โครงการ ฯลฯ</p> <p>25. บริษัทของท่านมีนโยบายส่งเสริมคุณภาพชีวิตการทำงานของบุคลากร</p> <p>26. บริษัททำให้ท่านได้รู้สีกว่างานที่ท่านทำนั้นมีค่าและสำคัญต่อบริษัท</p> <p>27. บริษัทได้สนับสนุนให้ท่านเกิดความภาคภูมิใจที่ท่านได้เป็นส่วนหนึ่งของบริษัท</p> <p>28. เมื่อมีบุคลากรคิดจะลาออก หัวหน้างานหรือฝ่ายบุคคลจะมีการสอบถามถึงปัญหาที่เกิดขึ้นเพื่อช่วยคิดแก้ไขปัญหาและนำไปปรับปรุงบริษัทต่อไป</p>					
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ตอนที่ 4 แบบสอบถาม Job Embeddedness

กรุณาตอบแต่ละข้อคำถามตามความเป็นจริงที่เกิดกับท่าน โดยทำเครื่องหมายกากบาท(X) ใต้ข้อความ จาก จริงที่สุด ถึง ไม่จริงที่สุด

ข้อคำถาม	จริง ที่สุด	จริง	ค่อนข้าง จริง	ค่อนข้าง ไม่จริง	ไม่ จริง	ไม่ จริง ที่สุด
1. ท่านกับเพื่อนร่วมงานมีแนวคิดค่านิยมที่คล้ายคลึงกัน 2. ท่านใช้ทักษะและความสามารถของท่านในการทำงานที่บริษัทนี้ได้อย่างเป็นดี 3. ท่านมีแนวคิดและค่านิยมที่สอดคล้องกับวัฒนธรรมของบริษัท 4. ท่านชอบหน้าที่ความรับผิดชอบของท่านในบริษัท 5. ท่านรู้สึกดีกับความก้าวหน้าและพัฒนาการทางอาชีพของท่าน 6. ท่านรู้สึกว่าที่ทำงานเปรียบเสมือนบ้านหลังที่สองของท่าน						
7. ท่านครุ่นคิดเกี่ยวกับงานหรือการปรับปรุงการทำงานให้ดีขึ้นอยู่เสมอ 8. ท่านคิดว่าท่านจะทำงานที่บริษัทนี้จนเกษียณ 9. ท่านมีความสัมพันธ์ที่ดีกับเพื่อนร่วมงาน 10. ท่านมีเครือข่ายที่เข้มแข็งในการทำงานของท่าน 11. ท่านมีความผูกพันกับงานที่ทำอยู่นี้อย่างมาก 12. ท่านสามารถติดต่อสื่อสารกับหัวหน้าหรือผู้บังคับบัญชาที่สูงขึ้นไปได้ง่าย						

<p>13. ท่านมีการพบปะสังสรรค์กับบุคลากรของบริษัทนอกเวลางานอยู่เสมอ</p> <p>14. สมาชิกในครอบครัวของท่านมีความภาคภูมิใจในหน้าที่การงานของท่าน</p> <p>15. บริษัทส่งเสริมให้บุคลากรและสมาชิกในครอบครัวของบุคลากรรู้จักกันและมีความสัมพันธ์ต่อกัน</p>					
<p>16. ท่านพอใจทำงานในบริษัทนี้ แม้จะได้รับค่าตอบแทนไม่เท่าเทียมบริษัทอื่น ๆ</p> <p>17. คนส่วนใหญ่ในที่ทำงานรู้จักและให้ความเคารพนับถือท่าน</p> <p>18. ท่านจะสูญเสียหลายประการถ้าท่านออกจากบริษัทที่ทำอยู่นี้</p> <p>19. ท่านทุ่มเททำงานให้บริษัทโดยไม่ได้คาดหวังว่าจะได้เลื่อนตำแหน่งสูงขึ้น</p> <p>20. ท่านทำงานในนามของบริษัทนี้มากมายจนเป็นที่รู้จักว่าท่านเป็นตัวแทนของบริษัท</p> <p>21. บริษัทให้ผลประโยชน์ตอบแทนหลายด้านที่ท่านไม่อาจละทิ้งไปได้</p> <p>22. ท่านพร้อมที่จะย้ายงานหรือไปใช้ชีวิตทำงานที่บริษัทอื่นบ้าง</p> <p>23. บริษัทนี้มีความหมายและมีคุณค่าต่อท่านอย่างมาก</p>					

ตอนที่ 5 แบบสอบถาม Role-Based Performance

กรุณาตอบแต่ละข้อคำถามตามความเป็นจริงที่เกิดขึ้นกับท่าน โดยทำเครื่องหมาย กากบาท(X) ใต้ข้อความ จาก จริงที่สุด ถึง ไม่จริงที่สุด

ข้อคำถาม		จริง ที่สุด	จริง	ค่อนข้าง จริง	ค่อนข้าง ไม่จริง	ไม่ จริง	ไม่ จริง ที่สุด
1. ท่านทำงานได้ปริมาณมากตามที่บริษัท ต้องการ 2. ท่านทำงานได้คุณภาพดีตามเกณฑ์ที่ บริษัทคาดหวัง 3. ท่านทำงานในหน้าที่ได้อย่างถูกต้อง เหมาะสม 4. ท่านให้บริการแก่ลูกค้าทั้งภายในและ ภายนอกได้ดี							
5. ท่านทำงานครบถ้วนตามบทบาท หน้าที่ในฐานะเป็นส่วนหนึ่งของบริษัท 6. ท่านให้ความช่วยเหลือผู้อื่นในสิ่งที่ นอกเหนือจากหน้าที่การงานหลักของ ท่าน 7. ท่านทำในสิ่งที่ช่วยส่งเสริมความสำเร็จ หรือชื่อเสียงของบริษัท 8. ท่านมีส่วนช่วยทำให้บริษัทเป็น สถานที่ทำงานที่น่าทำงาน							
9. ท่านได้รับผลลัพธ์ตรงตามเป้าหมายใน งานอาชีพ							

<p>10. ท่านได้รับการพัฒนาทักษะเพื่อต่อ ยอดความสามารถในอาชีพการงานของ ท่าน</p> <p>11. ท่านมีโอกาสเรียนรู้มากมายในการ ทำงานที่บริษัทแห่งนี้</p> <p>12. ท่านมีความก้าวหน้าในอาชีพการงาน ของท่าน</p>							
<p>13. ท่านมีการปรับปรุงการทำงานของ ท่านให้ดีขึ้นอยู่เสมอ</p> <p>14. ท่านมีความคิดใหม่ๆ เกิดขึ้นใน ระหว่างการทำงาน</p> <p>15. ท่านสามารถลงมือกระทำตาม ความคิดใหม่ๆ ของท่านได้</p> <p>16. ท่านมีการพัฒนาขั้นตอนและ กระบวนการทำงานของท่านให้ทันสมัย ขึ้น</p>							
<p>17. ท่านได้รับข้อมูลจากเพื่อนร่วม ทีมงานหรือกลุ่มงานของท่าน</p> <p>18. ท่านส่งเสริมสนับสนุนให้กลุ่มหรือ ทีมงานของท่านประสบความสำเร็จ</p> <p>19. ท่านช่วยเหลือหรือทำงานแทนเพื่อน ร่วมทีมงานหรือเพื่อนในกลุ่มตามที่เพื่อน ต้องการ</p>							

BIOGRAPHY

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